

Job interview

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES



**CHINA**  
Tianenmen Square  
one year on

Page 16

D 8523A

No. 31,164  
FINANCIAL TIMES LIMITED 1990

World News

Coach crash  
near Paris  
kills British  
tourists

In British tourists were  
killed and 22 seriously hurt  
when a coach blew out and  
careened off a motorway  
at Joinville, south of Paris.

**Cycling crackdown**  
Police and troops patrolled  
roads, snuffing out isolated  
riots on the anniversary  
of a recent bloody military  
down. In Hong Kong at  
least 100,000 people marched  
to pay their respects to the dead of  
Tiananmen Square. Page 16

**War assurance**  
Republican Army murder  
of two British soldiers  
two Australian lawyers  
taken for off-duty service  
will have no effect on  
British government's  
treaty towards talks about  
Northern Ireland's future, UK  
government spokesman said.  
IRA shift. Page 6

**Journalist freed**  
Indian army, which had  
first denied any involvement  
in freed Kashmiri journalist  
Muhammad Jameel after holding  
him for nearly 30 hours.

**Olive branch**  
Prime Minister Margaret  
Thatcher said Iran had offered  
"olive branch" over the  
hijacking affair and raised the  
possibility of restoring diplomatic  
relations. Page 9

**Third World plea**  
Developing nations  
call for a three-day summit in  
Lima with calls for  
money to help Third  
World nations repay debts.

**Sovietarian mystery**  
Soviet army officers called  
for resignation of Defence  
Minister Dzhurukov after  
he shot an opposition  
member in a series of  
terrible pre-election deaths.

**Nelson Mandela's mission**  
Mandela begins his  
extensive foreign tour  
by travelling through  
Europe and America.

**Iggy suffers stroke**  
Iggy's King Olav, at 86 the  
world's oldest reigning monarch,  
was struggling for his  
life after a stroke.

**Tion on forests**  
The government, under  
pressure to save the dwindling  
monsoon rain forest, will use  
armed forces to combat illegal  
burning and logging.

**Soviet miners die**  
A flash flood inside a zinc and  
copper mine at Ainslie in east  
Algeria killed at least 19  
miners. Page 20

**Clear ban sought**  
A delegation seeking a  
nuclear-free zone in the Middle  
East began a week-long visit to  
Jordan, reportedly the only  
country in the region with  
nuclear weapons.

**Soviets flee**  
Thousands of Liberian  
refugees fled Monrovia and  
residents complained of food short-  
ages and rising crime as the  
rebel attack continued at overthrowing  
President Samuel Doe.

**A party is over**  
Social Democrat Party,  
which in 1981 "broke the  
back" of British politics, is  
disbanded. Its leader,  
Edmund Owen, said: "This is a  
day." Page 9

**Each visitor**  
Greek Minister Constantine  
Vassilakis left for the first official  
visit to the US by a Greek  
minister in 26 years.

**French derby winner**  
Abdullah Sangalorou,  
led by Roger Charlton in  
hand and ridden by Irish  
jockey Pat Eddery won the  
French Derby at Chantilly.

Page 18

**CONTENTS**

**IE MONDAY INTERVIEW**

As a screen idol and  
Hollywood power broker,  
Charlton Heston is  
the closest thing  
America has to a god.  
But his conservative  
views have isolated  
him in an industry he  
says has become 99  
per cent left wing  
Page 34

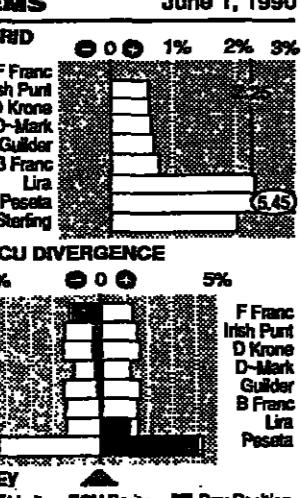
**Business Summary**  
**Manville case**  
reopened by  
two judges  
in New York

Two New York judges,  
concerned with the slow pace  
of compensation to asbestos  
victims, have reopened pro-  
ceedings under which Man-  
ville, the US company crippled  
by asbestos-related health  
problems, emerged from bank-  
ruptcy two years ago.

Their action is seen as an  
important precedent in bank-  
ruptcy cases, since this is  
thought to be the first time  
a large company's bankruptcy  
reorganisation plan could be  
revamped years after being  
negotiated. Page 16

**ECU Monetary System:**  
Pressure increased on the EMS  
last week, prompting intervention  
from the Bank of Italy  
and Bank of Spain to stem the  
rise of their individual currencies.  
The Bank of Italy bought  
large amounts of French  
francs, plus D-Marks and Ecu's  
as the lira hit its maximum  
allowed value against the  
weakest placed franc. The  
Bank of France also bought  
francs, against the lira, but  
on a much smaller scale. Intervention  
by the Bank of Spain to limit the peseta's rise  
involved purchases of dollars.

**EMS** June 1, 1990



**THE CHART SHOWS THE CONSTRAINTS ON EMS EXCHANGE RATES.** The upper grid, based on the system's weakest currency, defines the cross-rates from which only the peseta may move by more than 2½ per cent. The lower chart gives each currency's divergence from the "central rate" against the European Currency Unit (Ecu), itself derived from a basket of currencies.

**CORONA** Canadian resources group, plans to raise its share-  
exchange bid for Stikine Resources, Vancouver gold  
exploration company, from just over C\$80 (\$50.84) a share to  
\$75.60, or \$35m. Page 20

**KERRY PACKER'S** Consolidated Press Holdings, of Australia,  
has reached agreement with Bond Media over a recapitalisation of the Bond Corporation unit, giving Packer control of the Channel Nine television network. Page 20

**BANCO CENTRAL** of Spain,  
has fully restored 12 per cent  
of its stock it repurchased from  
unwilling suitor Carter Central.  
Alfonso Escamez, chairman said. Page 21

**HONG KONG** is to extend  
maturities of bills issued under  
its Exchange Fund bill programme  
from 91 days to up to 12 months in a decision seen  
by bankers as a way to bolster  
the capital markets. Page 21

**GATOIL** Court-appointed  
administrators of the troubled  
Swiss oil company, have  
accepted a takeover offer  
worth more than SF320m  
(\$140.84m) from Swiss-Libyan  
controlled Tarnoil. Page 20

**NCNB**, the US super-regional  
banking group, will strengthen  
its lead in the Texas banking  
market with the purchase of  
nine of the troubled National  
Bancshares' 12 banks for \$56m.  
Page 18

**High technology**: Japanese escalate the war of "notebook" computers ..... 2

**Management**: Why Britain's headteachers are on a learning curve ..... 10

**The future of CoCom**: A small opening for freer trade ..... 14

**Lombard**: British economists vote against Thatcherism ..... 15

**European Development Banks**: Why Frankfurt is a city whose time has yet to come ..... 15

**Lex** US and UK markets contrasted; Hartwell; oil; water companies ..... 16

**Survey**: Export finance ..... 11

**Letters** ..... 15

**Lex** ..... 16

**Management** ..... 16

**UK Gilts** ..... 19

**US Bonds** ..... 19

**Money Markets** ..... 23

**Observer** ..... 23

**Stock Markets** ..... 16

**Weather** ..... 16

**FT SURVEYS THIS WEEK**

**High technology**: Japanese escalate the war of "notebook" computers ..... 2

**Management**: Why Britain's headteachers are on a learning curve ..... 10

**The future of CoCom**: A small opening for freer trade ..... 14

**Lombard**: British economists vote against Thatcherism ..... 15

**European Development Banks**: Why Frankfurt is a city whose time has yet to come ..... 15

**Lex** US and UK markets contrasted; Hartwell; oil; water companies ..... 16

**Survey**: Export finance ..... 11

**Letters** ..... 15

**Lex** ..... 16

**Management** ..... 16

**UK Gilts** ..... 19

**US Bonds** ..... 19

**Money Markets** ..... 23

**Observer** ..... 23

**Stock Markets** ..... 16

**Weather** ..... 16

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price war looms in the showrooms.

**■ FRIDAY:**  
Japanese Computers: an explosive demand at home, while the industry plans fresh challenges on world markets

**With the approach of 1992,**  
more companies, in and  
outside the EC, re-examine  
their location strategies

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price war looms in the showrooms.

**■ FRIDAY:**  
Japanese Computers: an explosive demand at home, while the industry plans fresh challenges on world markets

**With the approach of 1992,**  
more companies, in and  
outside the EC, re-examine  
their location strategies

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price war looms in the showrooms.

**■ FRIDAY:**  
Japanese Computers: an explosive demand at home, while the industry plans fresh challenges on world markets

**With the approach of 1992,**  
more companies, in and  
outside the EC, re-examine  
their location strategies

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price war looms in the showrooms.

**■ FRIDAY:**  
Japanese Computers: an explosive demand at home, while the industry plans fresh challenges on world markets

**With the approach of 1992,**  
more companies, in and  
outside the EC, re-examine  
their location strategies

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price war looms in the showrooms.

**■ FRIDAY:**  
Japanese Computers: an explosive demand at home, while the industry plans fresh challenges on world markets

**With the approach of 1992,**  
more companies, in and  
outside the EC, re-examine  
their location strategies

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price war looms in the showrooms.

**■ FRIDAY:**  
Japanese Computers: an explosive demand at home, while the industry plans fresh challenges on world markets

**With the approach of 1992,**  
more companies, in and  
outside the EC, re-examine  
their location strategies

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price war looms in the showrooms.

**■ FRIDAY:**  
Japanese Computers: an explosive demand at home, while the industry plans fresh challenges on world markets

**With the approach of 1992,**  
more companies, in and  
outside the EC, re-examine  
their location strategies

**FT SURVEYS THIS WEEK**

**■ TODAY:**  
Export Finance: new markets open up as national barriers start to tumble down

**■ TUESDAY:**  
New South Wales: bold reforms are planned, but the toll begins to tell

**European Investment Locations** (see panel, left)

**■ WEDNESDAY:**  
Executive Cars: a price

## INTERNATIONAL NEWS

**Washington mayor goes on trial**

By Lionel Barber in Washington

**MAYOR** Marion Barry of Washington DC is set to go on trial today on charges of perjury and possession of cocaine, the climax of a controversial investigation into one of America's best-known black political leaders.

In the run-up to the trial, Mayor Barry has come under growing pressure from his friends and associates to plea bargain. Many are expected to be called as prosecution witnesses in what threatens to be an exposure of the private life of the high-rolling mayor who has ruled Washington for the past 10 years.

Though the mayor has reportedly suggested that he would be open to a guilty plea on misdemeanour charges of possession of cocaine, the US Attorney's office wants him to plead guilty to at least one felony perjury charge.

Under federal guidelines, this would almost certainly bring a prison sentence, barring him from office.

The case's racial overtones are ever-present. Ever since the allegations surfaced, Mayor Barry has accused the white establishment - including the Washington Post, the city's leading newspaper - of trying to unseat him.

**Japanese 'notebook' computer war escalates**

Stefan Wagstyl reports on a battle which shows the electronic giants at their best

**COMPETITION** is hotting up in the Japanese market for small laptop computers, as rival companies vie to pack an ever-wider range of features into an ever-smaller box and sell it for an ever-lower price.

Toshiba launched the first so-called "notebook" machine last July, followed by NEC in December. They have been so successful that Sharp, Mitsubishi and Fujitsu have recently announced plans to join the fray. Sony and Hitachi are considering following them.

The companies are fighting each other with leap-frogging announcements of innovations designed to capture market share. The battle shows Japanese electronics groups at their best: the same competitive pressures which led them to make the world's best-selling radios, televisions and music centres are now working in the notebook computer market.

Foreign as well as Japanese

consumers will benefit. Toshiba already sells its machines in the US and in Europe. NEC has introduced models into the US but not yet into Europe. Sharp intends to make its debut in both the US and Europe this summer.

Notebook computers have developed as a sub-section of the established market in laptop machines. The small machines are generally the size of an A4 sheet of paper and weigh 3kg or less. Unlike the original generation of laptops, they are truly portable.

The manufacturers expect competition to become more intense. "It will be severe," says Sharp. Toshiba comments: "It will be difficult but we hope to win." The effort will be worth it if market forecasts prove correct. Sharp estimates 195,000 machines were sold last year, worth Y28.9bn (\$11.6m). This could jump to 450,000 machines this year with a

Forecast growth of the Japanese notebook computer market		
Year	Units	Yen (bn)
1989	195,000	25.9
1990	450,000	62.5
1991	710,000	94.0
1992	1,100,000	140.0
1993	1,700,000	205.0

value of Y62.5bn, and 1.7m worth Y26.5bn in 1993.

Prices are falling. Toshiba's original Dynabook was priced at Y158,000 (£764) when it was launched. The same model can be bought at Y160,000 now. But successive upgrades make price comparisons difficult. Toshiba's latest model, which is compatible with IBM machines, sells for Y328,000.

Toshiba's biggest rival is

NEC. The two are running neck-and-neck in the domestic market. But NEC could streak ahead following the launch in April of '90 Note-SX, which NEC claims is the first small laptop fitted with a 32-bit central processor, instead of the 16-bit chip in other machines.

NEC says this makes the machine twice as fast. It does not, however, have any plans to introduce a 32-bit version of its 16-bit US model, called UltraLite. The competition overseas is not so tough.

NEC's biggest advantage is the fact that its small laptop computers are compatible with its own desk-top machines, which dominate the Japanese market. NEC says 6,500 different kinds of software written for the desk-top machine will run on the laptop.

It may be too late for new entrants to catch the front-runners, but they are not without hope. Sharp, which is

strong in calculators, is emphasising the extreme lightness of its machine, which weighs only 2kg, against 2.95kg for Toshiba's Dynabook. Also Sharp is spreading its development costs by supplying to Mitsubishi to sell under the Mitsubishi brand-name.

Sony is still considering launching a laptop. But in keeping with its tradition of technological innovation it has recently started marketing a machine which is entirely different, the "PalmTop".

Instead of a keyboard, the PalmTop has a screen on which the user writes instructions with an electronic pen. The machine can recognise more than 3,500 Japanese characters. This palm-sized machine is not sophisticated enough to run personal computer programmes. Nor can it understand English. But, one day, Sony believes, it might just make keyboards obsolete.

**E German GNP is estimated to fall by some 10%**

By David Goodhart in Bonn

**THE GROSS National Product of East Germany could fall by up to 10 per cent in 1990, according to one of West Germany's leading economic institutes.**

This would contribute to a much larger public sector deficit for the second half of the year, way above the DM33bn (£11.7bn) expected by the Bonn Finance Ministry.

The institute, which works closely with both the Bundesbank and the Finance Ministry, stressed the provisional nature of the estimates and the difficulty in applying normal GNP measurements to East Germany.

Nonetheless the calculations, to be published later this month, lend some authority to the assumption, shared by many West German businessmen, that the East German economy faces a gruelling two or three-year transition.

Earlier this year, industrial production in East Germany was reported to have fallen by 5 per cent, thanks in part to the outflow of workers to West Germany, but the institute's estimate for the whole year presupposes a further slump in domestic output after economic and currency union with West Germany on July 2.

To prevent that situation, following up too many East German companies the Bundesbank has been encouraging West German commercial banks to be as generous as possible with loans after July 2 - at least for those companies with medium-term survival chances.

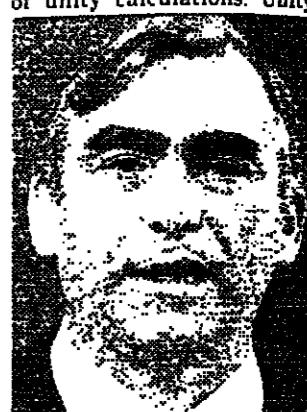
However, Mr Theo Waigel, the Bonn Finance Minister, repeated at the weekend that he would not contemplate a complete waiving of East German corporate debt as demanded by the opposition Social Democrats. Corporate debt is to be converted at 2 East Marks for 1 Deutsche Mark, but Mr Waigel said a complete waiving would cost the East German state an extra DM10bn to DM11bn in interest costs a year.

Despite reports from East Germany of a large rise in corporate credit in recent months, especially among those consumer goods companies which

have virtually stopped selling their output, the total indebtedness of East German companies has actually fallen from 260bn East Marks at the end of 1989 to 236bn East Marks at the end of April.

The increased indebtedness of some companies has been more than offset by the ability of others to reduce debt through retaining more of their profit, according to the Finance Ministry.

But the economic institute's gloomy growth forecast for East Germany in 1990 will raise more doubts about the Bonn Finance Ministry's costs of unity calculations. Unity



Waigel: against debt waiver

related borrowing for 1990 by both German states (including the German Unity Fund) is currently expected to be about DM42bn, but that assumes the East German deficit can be held at around DM33bn.

There are also uncertainties over how much support East German companies will need to continue their existing contracts with the Soviet Union; the Bonn Finance Ministry calculates DM2bn, while the East German Government puts it at DM5bn.

Such economic uncertainties have prompted the Bundesbank to stress the need for widespread savings by central and local government in West Germany.

Mr Karl Otto Pöhl, Bundesbank president, said on West German television that without such savings higher interest rates would be unavoidable.

**Phnom Penh struggles on war and cash fronts**

By Robin Pauley, Asia Editor

**THE Cambodian government appears to be in increasing economic and military difficulties amid growing reports that Pol Pot's Khmer Rouge guerrillas have made strategic advances in the long-running civil war.**

Another round of talks between the warring factions begins today, this time in Tokyo. Compared to six months ago, when the last talks were held, the Khmer Rouge is in a stronger battlefield position and diplomats do not hold out great hopes of meaningful progress or compromise.

Some form of ceasefire pact may be signed by some of the parties but its chances of holding are minimal, particularly if the Khmer Rouge do not sign.

Recent travellers and aid workers in Cambodia report an important advance by the Khmer Rouge which is reported to have launched an offensive against the provincial capital of Kompong Speu, 30km

from Phnom Penh. However, reports that the town has been under virtual siege remain unsubstantiated, although an important 20-metre bridge on the main road linking Kompong Thom in the north to Phnom Penh has been destroyed.

The Vietnam-backed Hun Sen government, still subject to a Western aid blockade, is also facing a serious economic crisis. The blockade has remained principally because the US Government, funding in its search for a new Cambodia policy, refuses to accept the Hun Sen government as an interim administration pending elections.

The economic crisis is made worse by the impact of developments in eastern Europe and the Soviet Union. The International Monetary Fund is also expected to dry up as a source of finance as resources are directed towards east European countries.

**WORLD ECONOMIC INDICATORS**

## FOREIGN EXCHANGE RESERVES (US\$bn)

	Mar '90	Feb '90	Jan '90	Mar '89
US	46,424	43,913	45,233	20,298
UK	31,345	31,839	31,765	38,771
West Germany	56,919	57,158	56,001	50,157
Japan	86,663	74,483	75,738	92,738
Belgium	9,530	9,520	9,963	9,365
Italy	49,943	48,755	48,001	35,407
Netherlands	15,479	15,621	14,473	14,427
France	22,211	21,646	21,668	22,104

Source: IMF

**NORTH WEST ENGLAND FINANCIAL & PROFESSIONAL SERVICES**

The Financial Times proposes to publish this survey on:

16th July 1990

For a full editorial synopsis and advertisement details, please contact:

Brian Heron

061-834 9381

Telex 2666831

Fax: 061 832 4098

Financial Times

Alexandra Buildings

Queen Street

Manchester M2

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

**This could be the first step to building your own power station**

RESERVED

one hour finding out how their businesses can be more energy efficient and environmentally friendly.

National Power Energy Direct is delighted to be co-sponsor of Power Plus 90 and looks forward to seeing you there.

Reserving your seat now could be one of the most important things you've ever done for your company.

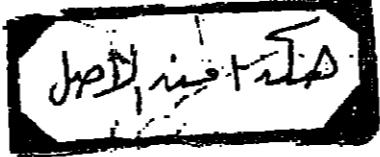
For details of the seminars or for more information about Combined Heat and Power

write to David Green, Power Plus 90, Combined Heat and Power Association, Grosvenor Gardens House, 35-37 Grosvenor Gardens, London SW1.

London 14 June • Newcastle-upon-Tyne 18 June  
Birmingham 20 June • Wakefield 26 June  
Chester 9 July • Cardiff 10 July • London 11 July

**power plus 90**

COMBINED HEAT AND POWER SEMINARS



## INTERNATIONAL NEWS

## to communists' best hope lies in humour

The party is the butt of bitter jokes which may just help it survive, writes John Lloyd

FIVE YOUNG people, in the uniform of the Pioneers (Communist) stand on a platform in Skopje Street in central Prague and solemnly recite and sing stirring songs, audience doubles up with laughter. A wall has erected on top of which coconuts in fairground are the heads of past and Czechoslovak Communist leaders: Stalin, Brezhnev and Andropov, with the tsars Gorbachev, Zapotocky Svoboda and Husak. "Pioneers" are actors, their act is little more than "Red Verses" and songs in nearly all the audience to memorise at 20-plus don't need US dollars, one song, "all we need is our work, and a belief in country under the banner of communism."

The laughter is a little bitter, purse, for the system from which such "art" sprang was only seven months ago, as the election campaign has its final week, the Communist Party has joined ranks of the other 20-plus vying for power, seeking through its ultra-democratic propaganda and its apid symbol (oddly, a bunch of cherries) to wash away the bad taste in the mouths of many Czechoslovak. It can hardly be said, however, that it is being treated "fairly" in this campaign: it is yone's whipping boy. Such festifications as that on Na ope are common. Every-

### EASTERN EUROPE ELECTS



Czechoslovakia

of smaller parties which fall to reach the qualifying 5 per cent to the larger parties will carry CF/PAV over the 50 per cent mark and allow the group which engineered the revolution to take power without a coalition.

However, President Vaclav Havel, who will make an important speech in Wenceslas Square tomorrow, may wish to bring in members of other parties in order to create a wide consensus action to prevent similar incidents.

A preliminary audit by the Federal and Czech Republic Audit Offices has established that the Government continue to review the extent of the money taken from the state by the party over the past two decades, and to show that the party's most feverish activity since the November revolution has been to try to keep some part of its holdings.

Restructuring which has hardly begun.

The latest poll figures show the Christian Democratic Union trailing far behind CF/PAV at 13 per cent, with the Communists on 8 and the Greens on 6. All others — including the Social Democrats, Socialists, Democrats together with the Beer and Erotic Initiative parties — score 4 per cent or less.

In addition, some 13 per cent of people say they still do not know how they will vote. Analysts expect many to join the CF/PAV bandwagon as it continues to roll.

All parties except CF/PAV have suffered a loss of prestige during the campaign, or have been unable to make an impression.

President Vaclav Havel said yesterday the home-made bomb which injured 19 people, many of them tourists, in central Prague on Saturday had been planted by "elements of Czechoslovak's new democracy." The Government would take firm action to prevent similar incidents.

The Communist Party, more than most other ruling parties, inserted itself into every crevice of Czechoslovak society, demanding membership for all leadership functions and personally suspicious of any independent initiative, while remaining closed to new thinking and determinedly anti-intellectual.

Its best hope, for the immediate future, is that the national sense of humour, rather than a desire for vengeance, will remain the dominant response to its continued existence.

Property has been sold to local leaders at a third or less of the subsequently audited value.

Mrs Jitka Zetkova, Minister in charge of the Czech Auditing Commission, said that she now had around 200 people working full time on the audit, and that documents had been secured on the internal affairs of the Communist Party up to the end of last month.

The party's share of the vote, which had held up in the low teens for some weeks, has slumped to 8 per cent in the latest poll. It has lost many of its prominent members in the Government, including Mr Marian Calfa, the Prime Minister, and Mr Vaclav Komarek and Mr Vladimir Dlouhy, Deputy Prime Ministers, who left shortly after being appointed. It has only survived calls for its ousting from other parties, including the Socialists, its former partners because Civic Forum and President Vaclav Havel pointed out that the new order should not behave like the old.

The Communist Party, more than most other ruling parties, inserted itself into every crevice of Czechoslovak society, demanding membership for all leadership functions and personally suspicious of any independent initiative, while remaining closed to new thinking and determinedly anti-intellectual.

Nevertheless, despite polls, which give the ruling Bulgarian Socialist (former Communist) Party nearly half the vote, the UDF's organisers reckon it is gaining ground and could get 40 per cent of the vote.

The UDF says large sections of Sofia, the capital, and other cities are "blue," the UDF's campaign colours, but that support remains weak in the countryside. Mr Simeonov said the elderly and peasants were being told by the Communists that their pensions would be stopped if the UDF won.

The campaign itself has been given qualified approval by the Washington-based National Democratic Institute for International Affairs, an independent group which monitors elections.

It said the campaign was "remarkably open", but pointed out that some voter registries were "missing numerous names, while others included the names of those who had moved or died".

The services are plagued by draft-dodging, a steady fall in the standard of living of professional staff, and the return home to inadequate housing of thousands of Soviet soldiers as part of troop cuts.

## Bulgarian opposition hits out at intimidation

By Judy Dempsey in Sofia

BULGARIA'S largest opposition party, the Union of Democratic Forces, yesterday accused disgruntled Communists of intimidating voters secured on the internal affairs of the Communist Party up to the end of last month.

The party's share of the vote, which had held up in the low teens for some weeks, has slumped to 8 per cent in the latest poll. It has lost many of its prominent members in the Government, including Mr Marian Calfa, the Prime Minister, and Mr Vaclav Komarek and Mr Vladimir Dlouhy, Deputy Prime Ministers, who left shortly after being appointed.

It has only survived calls for its ousting from other parties, including the Socialists, its former partners because Civic Forum and President Vaclav Havel pointed out that the new order should not behave like the old.

The Communist Party, more than most other ruling parties, inserted itself into every crevice of Czechoslovak society, demanding membership for all leadership functions and personally suspicious of any independent initiative, while remaining closed to new thinking and determinedly anti-intellectual.

Nevertheless, despite polls, which give the ruling Bulgarian Socialist (former Communist) Party nearly half the vote, the UDF's organisers reckon it is gaining ground and could get 40 per cent of the vote.

The UDF says large sections of Sofia, the capital, and other cities are "blue," the UDF's campaign colours, but that support remains weak in the countryside. Mr Simeonov said the elderly and peasants were being told by the Communists that their pensions would be stopped if the UDF won.

The campaign itself has been given qualified approval by the Washington-based National Democratic Institute for International Affairs, an independent group which monitors elections.

It said the campaign was "remarkably open", but pointed out that some voter registries were "missing numerous names, while others included the names of those who had moved or died".

The services are plagued by draft-dodging, a steady fall in the standard of living of professional staff, and the return home to inadequate housing of thousands of Soviet soldiers as part of troop cuts.

## Big companies call for changes in EC merger vetting rules

By Lucy Kellaway in Brussels

LEADING European companies have warned Brussels that its proposed system for vetting cross-border mergers will be a shambles, unless it changes radically.

According to the Paris-based International Chamber of Commerce, the procedural rules spelling out how the regulation will work when it comes into force in September are "highly disappointing to business". They warn that the 17 years of discussion it took to produce the merger regulation — finally agreed by member states last December — could be wasted.

The first round of voting takes place next Sunday. The UDF, which groups 16 political parties, discounted interference from the secret police. Instead, Mr Petko Simeonov, editor of Demokracia, the UDF's daily newspaper, yesterday pointed the finger at bitter Communists who were trying to "create a climate of fear throughout the country".

The regulation is designed to provide a system of "one-stop" control so that large mergers will have to fill in and send to the Commission, has already been sent back for redrawing following a hostile reception by member states. Competition officials admit it

is too complex and are trying to simplify it.

The ICC, however, is worried they will not go far enough. It says the present form requires more information than most companies have readily at their disposal. They would have to provide 20 copies of all relevant studies and documents (with all figures in ecus) and supply exhaustive ownership lists for all related companies, complete with diagrams and flow charts. For companies with 500-1,000 subsidiaries this would be very time-consuming.

Instead, the ICC has suggested a two-part form with a brief compulsory first part which would allow the Commission to decide whether to investigate, supplemented by a further questionnaire that companies would fill in on a voluntary basis.

The ICC is also taking issue with a draft document describing which kinds of joint ventures will be covered by the merger regulation. It believes the Commission has defined these far too narrowly, so that most would continue to be dealt with by the blunt tool of Articles 85 and 86 of the Treaty of Rome.

## Brussels under attack for hampering biotechnology

By Tim Dickson in Brussels

CONCERN IN industry that Europe's competitiveness in biotechnology is being threatened by regulators in Brussels will be voiced at an international forum in Dublin today.

The conference is being staged under the aegis of the Irish presidency of the EC and will be attended by civil servants, industrialists and research experts. The aim is to consider how modern biotechnology can address global problems such as health care and food supply.

A key industry message, however, will be the urgent need for the EC to develop a coherent policy enabling it to prevent the bulk of new investment going to the US and Japan.

## Soviet defence chief raises prospect of volunteer army

Leila Boultton in Moscow

POSSIBILITY of creating a professional volunteer army in the Soviet Union was held yesterday by Marshal Dmitry Yazov, the country's vice Minister. But he said sweeping military reforms would take 10 years to complete. One of the central problems of military reform is finding the recruitment and the possible transition to an army recruited on a more basic basis," he wrote in an article published by the newspaper *Krasnaya*

to two years from 1992. Next year, it would try "contract recruitment", a system which could later be extended to other branches of the armed forces. Basically, this would let recruits choose between two years' service, or a three-year contract or a much higher one.

Marshal Yazov warned that the whole reform process could take up to a decade to complete, involving cuts in the military bureaucracy, more computerisation, and improving troops' living conditions.

Military observers said the article appeared to be an attempt to counter military dissatisfaction with increasing public criticism of the armed forces. Basically, this would let recruits choose between two years' service, or a three-year contract or a much higher one.

Marshal Yazov warned that the whole reform process could take up to a decade to complete, involving cuts in the military bureaucracy, more computerisation, and improving troops' living conditions.

But even proponents of such reform recognise that a professional force would be much more expensive to run than an army of conscripts paid Rbs 7.50 a month.

Middle-ranking officers and a growing number of radical politicians favour switching to a volunteer force while the military high command has main-

tained that a large conscript army is necessary to defend the country.

But even proponents of such reform recognise that a professional force would be much more expensive to run than an army of conscripts paid Rbs 7.50 a month.

The services are plagued by draft-dodging, a steady fall in the standard of living of professional staff, and the return home to inadequate housing of thousands of Soviet soldiers as part of troop cuts.

# WITH ABN PLANET™ YOU CAN TALK BUSINESS WHILE YOUR COMPUTER IS TALKING MONEY.

As trade becomes increasingly international, more and more time is taken up with aggravating paperwork.

This is why the ABN has introduced a new product, ABN Planet™. A computer system for electronic Letters of Credit and Documentary Collections. A program that is tailored to the needs of each client, and allows the client's pc to communicate directly with ABN's computer. Enabling you to handle many of your trade financing activities in an accurate and efficient manner.

Tailor-made forms are predefined on your screen. More

over, customized information on your suppliers, issuing and advising banks and merchandise is stored for you in the program, which saves you a lot of time.

With ABN Planet™, available in an increasing number of countries, an Import Letter of Credit can be processed within hours. And at the push of a button, the program provides details of all your outstanding Letters of Credit. Saving not only a great deal of time and paperwork, but more importantly, money.

But Letters of Credit are not the only instrument covered by

ABN Planet™. The program provides instant status reports on import and export documentary collections, including information on notification, acceptance, payment and correspondence.

The ABN is able to develop such an advanced system thanks to its network which is spread over more than 45 countries and comprising almost 1,000 offices. Offices with Trade Finance Specialists who have a thorough understanding of their sector. And who can make use of each other's expertise. Whether it be for countertrade, transit trade or export finance.

It is therefore not surprising that the ABN is able to build solid relationships with large numbers of international enterprises. Because a bank that knows the world, automatically becomes known throughout the world.

**ABN Bank**

A WORLD OF UNDERSTANDING

## WASHINGTON SUMMIT

**Bush plays courteous host to nurture Soviet ties**

By Peter Riddell, US Editor, in Washington

THE theme of President George Bush's diplomacy is "keep talking". As he said revealingly during Friday evening's ceremony to sign various arms and commercial accords: "We may not agree on everything - and indeed we don't agree on everything - but we believe in one great truth: the world had waited long enough. The Cold War must end."

To this end Mr Bush's priority is to keep pushing forward the US-Soviet relationship, not letting it be derailed or sidetracked, whatever the openly admitted differences over Lithuania.

and Germany. Mr Bush was the patient, courteous host, not seeking to exploit his guest's problems back home, but rather emphasising the positive points of the relationship. He was sensitive to Mr Mikhail Gorbachev's often repeated concern about appearing to look weak or to beg.

At yesterday's press conference he talked of "not looking for trying to achieve advantage". Both leaders yes-

tedly praised each other.

US conservatives have accused Mr Bush and Mr James Baker, the Secretary of State, of pinning US policy too

much on the survival of Mr Gorbachev when his future is increasingly in doubt. But they are working with the grain of US public opinion.

However, Mr Bush has taken a political risk in signing the trade treaty after congressional warnings that the deal should not go ahead as long as Moscow continues its squeeze on Lithuania. The decision was taken at the last minute.

A trade treaty will open the way for the granting of Most Favoured Nation (MFN) trade status and a lowering of US tariffs. However, granting it will

not happen until the Soviet parliament passes a law codifying the liberalisation of emigration. Indeed, the treaty will not be sent to the Senate for ratification until then.

Mr Bush said yesterday that the only linkage was between granting MFN status and the emigration law - and the Lithuanian issue is separate, "one of the thorns in the side of an overall relationship".

However, as Mr Bush apparently told Mr Gorbachev in private, it will be "extraordinarily difficult" to win congressional support for the trade

treaty without a resolution of the Lithuanian issue.

It is unclear yet whether Mr Bush's decision to sign the trade treaty is largely an empty gesture of support for Mr Gorbachev to help him at home when the US President knows that the treaty will not be approved by Congress. The alternative view is that once the Soviet emigration law has been approved Mr Bush will urge Congress to adopt the trade treaty, along with the multi-year grain agreement, in what he yesterday described as "the best interests of the US".

**Progress on nuclear arms treaty slowed by key differences**

By Robert Mauthner in Washington

Soviet Union was prepared to make a politically-binding statement that the Backfire bomber would not be used in "an inter-continental mode" and to take measures to restrict in-flight fueling so that it could not be used in such long-range operations.

But the US negotiators, under heavy pressure from the conservative arms lobby in Congress, continue to insist on additional assurances, such as a limit on Backfires assigned to naval operations.

The Soviet SS-18 heavy missile, another special target for conservative critics who feel that Washington has been making too many concessions, US negotiators do not consider that the 50 per cent reduction in numbers which they have obtained is sufficient. They have also been pressing the Soviets to agree to measures which would inhibit their ability to modernise these missiles, such as limiting the number of tests that can be carried out.

The two leaders also issued a guideline statement for follow-on Start negotiations, to begin at "the earliest practical date" after the signature of the first treaty. They set as their target "removing incentives" for a nuclear first-strike and giving priority to highly survivable systems.

In particular, the two sides undertook to seek to reduce the concentration of warheads on strategic delivery vehicles, including heavy missiles and long-range ballistic missiles with multiple warheads. The wording of this statement clearly indicated a desire to reach a compromise between the US objective to eliminate land-based missiles with multiple warheads, in which Moscow has a clear advantage, and the Soviet aim to limit sea-launched missiles, an area of US superiority.

Though the two statements were hailed as settling "almost all the major substantive issues" by Mr Baker, US officials frankly acknowledged that there was continuing disagreement in three important areas at least. These include the US demand for restrictions on the Soviet Backfire bomber, limits on the testing of the heavy Soviet SS-18 missile and what are described as the "non-circumvention provisions".

Britain is directly concerned by this issue, since it could involve the Trident 2 missiles. The US has insisted in the negotiations with the Soviet Union that any non-circumvention clauses should not affect the Anglo-American nuclear arrangements.

US officials said that the

**New note sounded on unification theme**

By Lionel Barber in Washington

THERE was no breakthrough on German unification at the US-Soviet summit but the overriding impression after four days of talks between Presidents Bush and Gorbachev is that there is movement.

Talks will resume with an important three-way meeting in Copenhagen tomorrow between Mr James Baker, US Secretary of State, Mr Eduard Shevardnadze, Soviet Foreign Minister, and Mr Hans-Dietrich Genscher, West Germany's Foreign Minister.

The triangular talks underline the close co-operation between Bonn and Washington on how to sell German unification to the Soviet Union. Chancellor Kohl will arrive in the US later this week to give a commencement address at Harvard and to hold talks later with President George Bush.

For a brief moment during the superpower summit, it seemed as though President Bush and President Mikhail Gorbachev were on the brink of a breakthrough on Germany; but Mr Gorbachev's tantalising words - "something has emerged" - proved to be just that.

This week in Copenhagen, both sides will examine in more detail the current US-West German proposals on the unification question which include capping the future size of a united Germany as a transition period for Soviet forces in East Germany; substantial West German-led economic aid to the Soviet Union; and the shape of a second round of conventional arms agreement in Europe.



Camp David talks involving, Mr Baker, left, Mr Bush, National Security Adviser Scowcroft, Mr Shevardnadze and Mr Gorbachev

**Thatcher adamant on German role in Nato**

MRS Margaret Thatcher, the UK Prime Minister, yesterday foreshadowed her talks later this week with President Gorbachev with an uncompromising stance on German membership of Nato, writes Philip Stephens.

Speaking on the BBC World Service, Mrs Thatcher said full participation in Nato by a united Germany was "vital" to western security.

But Mr Gorbachev, who complained last week, about the "same old story" on German membership of Nato, now appears to have a more open mind.

United Germany might join Nato's political structure but be left outside its military framework was completely unacceptable to Britain.

Mrs Thatcher, who will meet President Gorbachev in Moscow on Friday during a three-day visit to the Soviet Union, said she would offer strong support for the Soviet leader's programme of internal reform.

She also indicated that she would seek to avoid publicly fuelling Moscow's dispute with Lithuania over

the Baltic republic's desire to secede from the Soviet Union.

Acknowledging that the issue would be on the agenda for her talks with President Gorbachev, she said that Britain had consistently backed Lithuania's right to self-determination. She stressed also, however, that the Soviet leader had acknowledged that right.

President Gorbachev had passed a law allowing republics to secede, and the priority for both sides now was to negotiate the considerable practical difficulties involved in the split, she said.

Mrs Thatcher, who has no plans at present to meet Mr Boris Yeltsin, the new Russian President during her visit to the Soviet Union, also eschewed any direct comment on his differences with President Gorbachev.

She preferred instead to speak of the need for all Soviet leaders to pull together in pushing through the country's planned programme of economic reforms.

Of particular significance was their agreement of a Vienna agreement should be a pre-condition for a summit of the 35-nation Conference on Security and Co-operation in Europe, due to be held at the end of this year.

It is at this meeting that European countries, together with the US, the Soviet Union and Canada, will have their first substantive talks on a new security structure.

# MERCEDES-BENZ

## WIN



SPA BELGIUM - SUNDAY 3 JUNE 1990:

THE MERCEDES-BENZ SPORTS CAR TEAM SCORED ITS THIRD WIN OF THE SEASON, WITH JOCHEN MASS AND KARL WENDLINGER DEFEATING STIFF OPPONITION ON A RAIN-SOAKED CIRCUIT AFTER STARTING FROM SECOND PLACE ON THE GRID. THE OTHER MERCEDES-BENZ DRIVEN BY JEAN-LOUIS SCHLESSER AND MAURO BALDI QUALIFIED IN POLE POSITION, BUT WAS DELAYED BY A MINOR PROBLEM WHILE LEADING THE RACE. THE MASS/WENDLINGER CAR RAN FAULTLESSLY MEANWHILE, TO SCORE YET ANOTHER IMPRESSIVE VICTORY.

(RESULT SUBJECT TO CONFIRMATION)

ENGINEERED LIKE NO OTHER CAR  
IN THE WORLD

*[Handwritten signature]*

Jed, 1990

NDAY

## WASHINGTON SUMMIT

**Pitfalls remain along path to perfect trade relations**

Nancy Dunne in Washington

**SUMMIT ACCORDS**

A trade pact signed by the US and Soviet presidents sets superpowers on a course of closer commercial ties. But the "path towards a flourishing business relationship is still strewn with potential pitfalls most immediately the Lithuanian crisis which could bring an agreement a defeat in Congress. The pact guarantees US business the same rights provided by the western free market economies.

Market access is improved; option of protectionist discriminatory standards is prohibited. Intellectual property rights, patents, trademarks, copyrights, trade secrets - are to be protected, with particular emphasis on copyrights for software and sound recordings. Red tape is to be slashed. Faster accreditation procedures promised for business codes; access guaranteed to all advertising media and rights granted to directly hire local third country employees. Companies can engage and act as agents and conduct market studies.

The treaty meets one of two main aims for the growing MFN. Favoured Nation status for the Soviet Union. The other is a liberalised immigration policy. President Bush has insisted that this be codified, a position not laid upon China or other eastern European countries.

MFN would reduce tariffs on Soviet goods to the same levels of most of US trading partners; duties would fall on average 40 per cent to 5 per cent.

The immigration bill is nearing final passage in the Senate. The delay is time for a resolution of the Lithuanian stand-off and for President Bush to withhold the trade pact from Congress.

Two-way trade between the US and Soviet Union last year was a comparatively tiny \$5bn, some estimates. MFN could lead to a doubling or tripling of the total in the next few years. Even more importantly, MFN status clears the way for increased export-oriented US investment and the advantages that generally accompany full trade relations: credits from

business relations remain. The ruble is as inconvertible as ever and the Soviet economic system as rigid and inefficient.

But Moscow last week demonstrated its ability to learn from the West. When President Bush early in the summit wavered over the signing of the trade pact, the Soviet Union showed Congress it could produce high oil and held up the scheduled renewal of the long-term grain agreement.

This was not viewed with complacency by the US farm lobby which expects a prolific harvest this year and sees the threat of new surpluses. The urgency for a guaranteed total market of at least 50m tonnes over the next five years spurred both deals.

Most of the 172 US-Soviet joint ventures already registered are still to get off the ground but the commitments offered by the trade agreement are bound to help. Chevron on Friday cited the pact as an important component of a deal to send 20 technical experts to Soviet Kazakhstan to assess the feasibility of a joint venture for oil exploration, production and development.

Company officials said that the survey of the big Tengiz oilfield could lead to a significant expansion of Chevron's Soviet commercial activities.

Despite the potential boost offered by the trade pact, the main obstacles to flourishing

**Mulroney begins crisis meeting on Quebec**

WITH the future of national unity at stake, Canada's Prime Minister and its 10 provincial premiers gathered for an emergency meeting yesterday to try to break a constitutional impasse over French-speaking Quebec. Reporters from Ottawa.

Mr Brian Mulroney, the Conservative Prime Minister, who has bluntly warned that the country's future hangs in the balance, summoned the leaders to meeting in a last-ditch effort to save his troubled Meech Lake accord.

Quebec leaders believe the province will have to separate from Canada if the accord is not passed by a June 23 deadline.

The agreement was designed to protect Quebec as a distinct society within Canada, allowing the province to sign the 1982 Constitution.

But three English-speaking provinces are strongly opposed to the set of constitutional amendments, named after Mr Mulroney's lakeside retreat where the accord was reached in 1987.

The growing threat of Quebec separation has measurably changed the nation and sent shivers through the financial markets. Businessmen, church and civic groups have been speaking out and placing advertisements in newspapers in emotional pleas for national unity.

On Saturday, several hundred people descended on Parliament Hill in the nation's capital to pray for the future of the country and the success of the meeting.

It was three years ago yesterday that Mr Mulroney and the 10 premiers signed the final accord.

But since then new governments have been elected in New Brunswick, Newfoundland and Manitoba, and the new administrations are opposed to the accord without substantial changes.

The provinces want a new formula to transform the currently appointed Senate into an elected chamber.

They are also concerned that the "distinct society" clause will allow Quebec to trample English minority rights in Quebec in the name of preserving the French heritage.

**INTERNATIONAL NEWS****European TV picture is slow to focus**

Cultural barriers seem likely to thwart a true single market in television for a long while after 1992, writes Raymond Snoddy

**T**HE STORYLINE was dramatic. A truck-driver is found shot dead in a parking lot in Cologne with his hands corroded by acid. His employer is suspected of shipping drugs from the Far East to Germany. It is clearly a case for Inspector Dorn.

The detective show, made by ZDF, the West German national broadcaster, may not have been Europe's most brilliant television programme. But it was none the less a milestone of a kind. It was part of a series called "Eurocop", the result of a joint effort by six of Europe's public service broadcasters to tackle serious common problems: rising costs of producing and acquiring programmes; keener competition; extra hours to fill; and fears of US domination - "cultural imperialism" as some would have it.

"Eurocop" was produced under the aegis of the European Co-Production Association, involving SRG of Switzerland, ORF of Austria, ZDF, RAI of Italy, Antenne 2 of France and RTVE of Spain. Each national broadcaster told a story involving its own police, in their own setting and in their own language. It was also highly economical. Each broadcaster paid for its own one-hour show and then broadcast it to others with subtitles, getting six hours of new drama for the price of one.

Miss Lis Forgan, deputy chief executive of Channel 4, which showed the series in Britain, is pleased with the result. The audience of up to 2m was good and viewers were apparently not put off by subtitles, which tend to hit ratings severely in the UK. The programme had a distinctive character and avoided coming out as "Euro-pudding".

A series like "Eurocop" is unusual, however, in a European market fragmented by cultural and linguistic differences. Despite the advent of pan-European satellite channels, many struggling to make ends meet, European broadcasting is still heavily dominated by national broadcasters.

According to the European Commission, nearly 90 per cent of programmes transmitted in western Europe never leave their country of origin. And it is often said that Americans

understand the European market better than the Europeans.

Cultural barriers seem likely to thwart a true single market in television for a long while after 1992.

Even in Belgium and Switzerland, which receive broadcasts from neighbouring countries in their own languages, viewers spend most of their time watching their own national channels.

The viewing habits and

tastes of French farmers and

trans-frontier production.

Chaired by Sir Richard Attenborough, chairman of Britain's Channel 4, it has attracted 1,500 applications in the past 12 months from all over Europe. It has agreed so far to finance 130 scripts, of which 25 are already in production.

Many broadcasters believe the key to a single programme market in Europe will lie in developing a "second market" on the American model. US networks pay for rights each time they show a programme. But the real money is made later by independent programme-makers, which are entitled to syndicate their programmes to the more than 200 independent US television stations.

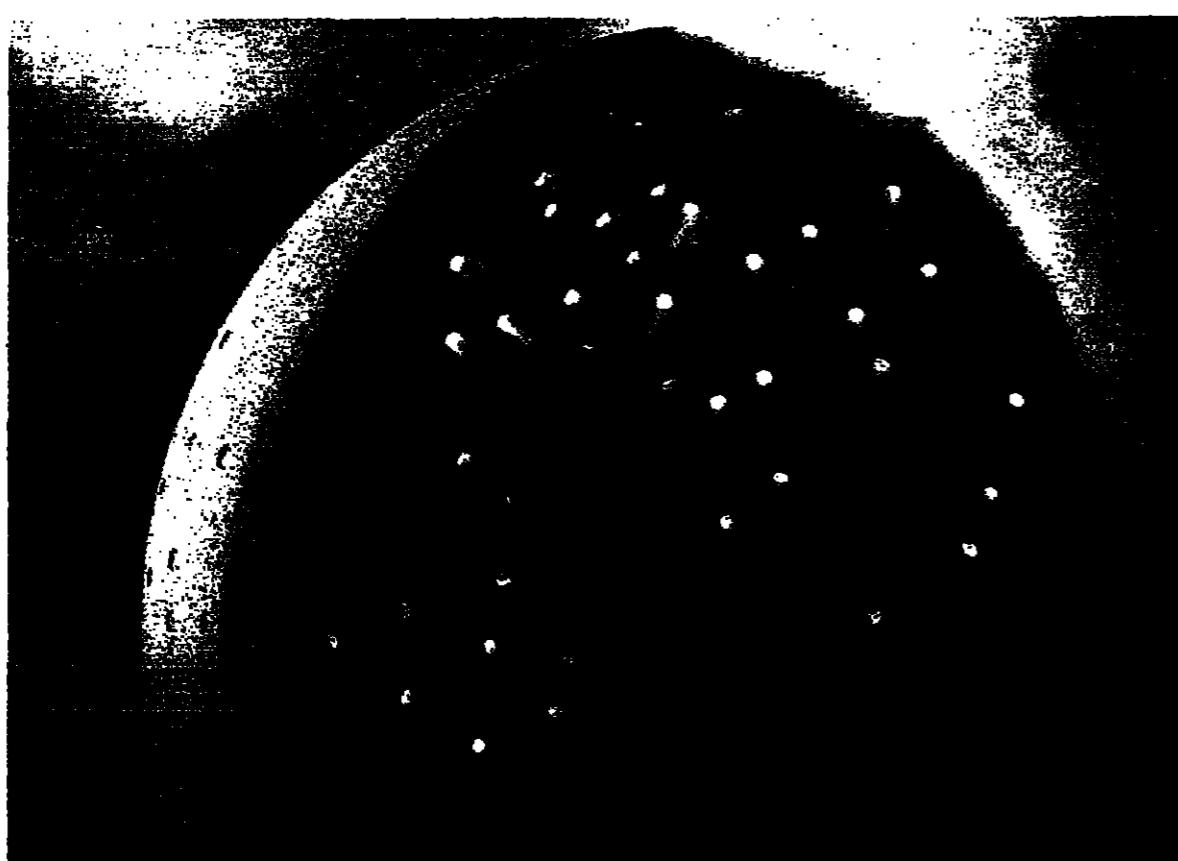
In Europe, independent programme-makers are usually obliged to surrender copyright to broadcasters. But Mr Alain Modot, head of the French independent producers' group, thinks they should have the right to retain copyright. That, he argues, would give them a big incentive to promote a single market by selling programmes right across Europe.

Ironically, last year's bogeymen, the Americans, could turn out to be among the most powerful catalysts for a more competitive European programme market.

Many large American media companies are eagerly prospecting the European market. For example, Paramount has bought 49 per cent of Zenith, the production subsidiary of Britain's Carlton Communications; NBC has set up a co-production with Yorkshire Television; and Time-Warner is on the verge of taking a substantial stake in the Zurich-based European Business Channel.

But perhaps the most remarkable phenomenon of all is the growth of contacts and trans-national alliances between European producers. It may not amount to a single market, but something interesting is under way when ZDF (when not chronicling the exploits of Inspector Dorn) is talking to S4C, the Welsh language broadcaster, about a co-production adventure series to be shot in Wales.

It's the splendid Welsh castles which interest ZDF, though, not the Celtic language.

**LE CLUB**  
by Keiichi Tahara

Air France is pleased to introduce Le Club, a new space for the dynamic executive. When you are flying halfway round the world for a crucial meeting, it is essential for you to have a restful flight. Which is why Le Club class now offers you unrivalled standards of comfort and personalised service. The champagne welcome. The redesigned spaciousness of the Le Club cabin, intimate and serene. The generous "Espace 2000" seat,

(soon available on long haul flights), fully adjustable to suit the way you like to travel. And certainly the finest gourmet food flying today, accompanied by superb wines from the most prestigious cellar in the sky. In this picture commissioned specially for Air France, entitled "Watcher's space", Japanese photographer Keiichi Tahara has created an imaginative space that invites serenity.

So has Air France. Fly in serenity. Fly Le Club.



**THE FINE ART OF FLYING**  
**AIR FRANCE**

*Espace 2000*

## UK NEWS

# Ulster dialogue holds course in spite of killings

By Paul Abrahams

**T**HIS PAST week's murders by the Irish Republican Army of two British soldiers and two Australian lawyers mistaken for off-duty servicemen will have no effect on progress towards talks about the province's political future, the Northern Ireland Office said yesterday.

The progress towards the talks between Unionists and nationalists remained on track, and the recent murders held no implications for the political process, an official for the office said.

Mr Peter Brooke, the Northern Ireland Secretary, has been making efforts in recent months to bring the various parties to the negotiating table.

The response from Unionists to the recent shootings has been curiously muted. The press towards talks appears divided, while participants seem unwilling to recognise any progress that could be made. It should be added that the killings of the British servicemen would have generated considerably less publicity if they had occurred in Northern Ireland.

Specialists on Ulster doubt that the latest series of killings

was related to the recent progress in negotiations. They believe that the attacks were planned far in advance and that the timing of the attacks was left to active service units which act autonomously.

Meanwhile, the Ministry of Defence said it would not be forced into a single mentality with soldiers being confined to barracks. An official said the ministry did not discuss security arrangements, but added that security was under constant review. He called for extra vigilance among service personnel.

Mr Tom King, the Defence Secretary and former Ulster Secretary, promised at the weekend that the men who killed a soldier and wounded two others in Lichfield last Friday would be caught.

It is right to say that there are now a group of very evil people who have no compunction about killing. There are not many of them, and we have got to find them," he said.

The latest shootings represent a change in IRA tactics. Until last week its attacks on soft British military targets were limited to car bombs and planting timed devices.

Dr Owen's often bitter personal clashes with both his Liberal partners in the Alliance – above all with Mr David Steel during the 1987 election campaign – and with his original partners in the creation of the SDP, bolstered Mr Kinnock's determination.

Recently Dr Owen has admitted that the latest stage of that shift had left Labour's policies perilously close to those which he quit the party to fight for. Only on the issue of electoral reform are there still decisive differences.

So, in spite of moments of near civil war in the RUC moulded by election last year – the SDP had been sustained – since 1987 only by the energy,

# Energy and obstinacy give way to reality

Philip Stephens traces the acrimonious life and prolonged death throes of the SDP

**B**RITAIN'S electorate administered the last rites in 1987, but the funeral procession of Dr David Owen's SDP took until yesterday finally to enter the cemetery.

No one at Westminster over the past two years has doubted the inevitability of the decision to wind up what remained of the force that less than a decade ago promised to "break the mould" of British politics.

The failure of the then Liberal-SDP Alliance to achieve a breakthrough in the 1983 and 1987 general elections, and the subsequent acrimony surrounding the creation of the Liberal Democrats left the SDP without a political future.

The shift towards the centre of Mr Neil Kinnock's new model Labour Party ensured that even as self-confident a politician as Dr Owen would be obliged later if not sooner to recognise that reality.

With the benefit of hindsight, the SDP's foundations were built on a polarisation that its very creation would help to ensure prior to an alternative rather than a permanent shift in British politics.

Once Labour saw that its policies on Europe, on unilateral nuclear disarmament, and on economic management, would bring political suicide, it was destined to move into the ground claimed by the SDP.

Dr Owen's often bitter personal clashes with both his Liberal partners in the Alliance – above all with Mr David Steel during the 1987 election campaign – and with his original partners in the creation of the SDP, bolstered Mr Kinnock's determination.

Recently Dr Owen has admitted that the latest stage of that shift had left Labour's policies perilously close to those which he quit the party to fight for. Only on the issue of electoral reform are there still decisive differences.

So, in spite of moments of near civil war in the RUC moulded by election last year – the SDP had been sustained – since 1987 only by the energy,



David Owen, Shirley Williams and David Steel, present a united if gloomy front at a 1987 press conference.

## Rise and fall of the SDP

OCT 1980: Dr David Owen leads Labour conference he is led up with "fudging and muddling."

JAN 1981: Limehouse Declaration by Dr Owen, Mr Roy Jenkins, Mrs Shirley Williams and Mr Bill Rodgers marks establishment of SDP.

MAR 1981: New party launched, recruiting 29 MPs, virtually all from Labour, by time of 1983 general election.

DEC 1981: Liberals and SDP win 50 per cent rating in the opinion polls but then support begins to slide.

JUNE 1983: SDP wins only six seats at general election. Dr Owen replaces Mr Jenkins as leader. Formal Liberal/SDP Alliance established but popular support continues to ebb.

MAY 1987: General election campaign marred by differences between Dr Owen and Mr David Steel. SDP retains only three seats and Mr Steel calls for merger with Liberals.

FEB 1988: Dr Owen refuses to accept merger vote as majority of SDP join newly-formed Social and Liberal Democrats.

MAY 1989: SDP forced to acknowledge that it can contest only a handful of seats in European elections.

MAY 1990: SDP membership down to an estimated 5,000. Dr Owen's candidate in Bootle by-election beaten by Monster Raving Loony Party.

obstinacy and personal standing of its leader, and by the financial help of Mr David Sainsbury.

A sustained drop in membership to a tenth of the 50,000 it once claimed and the humiliation of last month's Bootle by-election where it polled fewer votes than the Monster Raving Loony Party, meant that the pretence that it remained a national political force could no longer be kept

up. As a former colleague commented: "David has one of the unkindest skins in politics but even he could not stomach losing to a party led by someone called Screaming Lord Sucha."

As friends and enemies reflected on the decision, there was agreement that, if Dr Owen long ago lost any hope of real power, he has retained considerable influence in British politics.

For Labour, the end of the

SDP removes a irritating reminder of the extremist past that pushed Dr Owen and the rest of the Gang of Four – Mr Roy (now Lord) Jenkins, Mrs Shirley Williams and Mr Bill Rodgers – into their 1981 Limehouse Declaration.

But it also holds out the hope – although not the certainty – that a man who has frequently been more scathing about Labour than Mrs Margaret Thatcher might now offer Mr Kinnock his blessing.

For Mr Paddy Ashdown, Liberal Democrat, by the internecine warfare that followed the merger after the 1987 election, it offers an opportunity to begin to rebuild support for a third party.

In spite of public protestations of serene indifference, senior Labour figures agree that an endorsement by Dr Owen might be enough to win the thousands of those who remain unconvinced of the depth of the party's reforms.

Dr Owen himself is said to believe that he could influence perhaps 4 or 5 per cent of the wavering electorate. Even if the real figure was only a fraction of that, it might prove pivotal in what promises to be the most closely fought election since 1974.

The SDP leader says that the price of such backing is the commitment to proportional representation which Mr Kinnock is indeed finally broken.

Few expect Dr Owen or Mr John Cartwright and Mrs Rosie Barnes – his two remaining SDP colleagues – to be at Westminster to see whether that dream too is shattered by the harsh realities of two-party politics. His friends expect Dr Owen to avoid the humiliation of defeat by opting for a career outside politics.

nock is determined not to give.

But as one member of Labour's shadow cabinet commented with a certain cynicism yesterday, Dr Owen has shown himself extremely "adaptable."

For Mr Ashdown, the priority now must be to woo as many as possible of the remaining SDP members.

Few, though, even among Liberal Democrats, think Mr Ashdown can hope for much more than a chance for his party to retain its present strength at the general election, gaining perhaps the support of between 10 and 15 per cent of the electorate.

Ironically, Mr Ashdown will be hoping that his party will reap the benefit of the scenario which has persuaded Dr Owen to go on fighting for so long – a scenario in which a fourth successive defeat rises to the party's reforms.

Dr Owen himself is said to believe that he could influence perhaps 4 or 5 per cent of the wavering electorate. Even if the real figure was only a fraction of that, it might prove pivotal in what promises to be the most closely fought election since 1974.

The SDP leader says that the price of such backing is the commitment to proportional representation which Mr Kinnock is indeed finally broken.

Few expect Dr Owen or Mr John Cartwright and Mrs Rosie Barnes – his two remaining SDP colleagues – to be at Westminster to see whether that dream too is shattered by the harsh realities of two-party politics.

His friends expect Dr Owen to avoid the humiliation of defeat by opting for a career outside politics.

## French woo MCA

A £250m package of benefits is believed to have been offered by the French Government to persuade the MCA Corporation, the US company which plans to build a £2bn film studios and theme park complex in Europe, to settle for a site near Paris.

The French move had been expected after the slowdown in talks between MCA and its UK backers over plans to site the studios and theme park in Rainham, Essex.

The Rank Organisation plans to take a 50 per cent stake in the project.

## Plutonium screening

DOCTORS working for the West Cumbria Health Authority have agreed to start radiation screening as part of a formal research programme to be carried out near the Sellafield nuclear reprocessing plant.

The tests, ordered by the National Radiological Protection Board, will monitor foetuses and placentas in miscarried pregnancies to assess plutonium levels.

## Homes register

BUSINESS agent Christie and Co is drawing up a nationwide register of people wanting to arrange part-exchange of their homes for businesses.

The scheme, aimed at people wanting to buy and sell hotels, pubs, shops, nursing or residential care homes, is designed to counter the present decline in the housing market.

## Vickers shows off Challenger 2 prototype

By David White, Defence Correspondent

THE PROTRACTED battle over the British Army's next tank enters its final phase this week when Vickers puts its contender, the Challenger 2, on display for the first time.

A prototype of the tank, which will have to compete against the latest US, German and French models, will be seen from today by visitors invited to the British Army Equipment Exhibition in Aldershot.

Most will only view it behind a Perspex screen, and nobody will be let into the turret, which is strictly secret.

Vickers has until the end of September to meet the requirements set out a year and a half ago in a contract with the Ministry of Defence, which gave Britain's only tank manufacturer a second chance to demonstrate its project's worth.

The company is running a day-by-day countdown at its Leeds and Newcastle tank factories and is believed to have

open to the public, is due to be inaugurated today by Mr Tom King, the Secretary of State for Defence.

The show comes at an embarrassing moment for the UK arms business, in the middle of a six-week pause in the Government's own arm purchases.

General Sir John Stibson, Master-General of Ordnance, who is in charge of purchases of land weapons, said the pause covered all defence buying "while we get our sums right."

China has been deleted from the list of countries invited to send delegations, after the internal repression a

option in 1988, but the arguments of Lord Young, then Trade and Industry Secretary, in favour of Vickers prevailed in the government decision.

General Dynamics has intensified its efforts to swing the final verdict by the MoD now that the US Government has announced plans to suspend its purchases of tanks from 1993.

Royal Ordnance, the British Aerospace subsidiary that is developing the gun for the Challenger 2, recently made a deal to become a key subcontractor to General Dynamics if the US tank is chosen instead.

Vickers Shipbuilding and Engineering (VSEL) – connected to the Vickers car-tanks group – is also poised to play an important industrial role if the MoD opts for foreign tank. However, it has made clear that it is not interested in a similar deal. "We will not build somebody else's product under licence," it said.

to be strongly represented and Chile is understood to be sending a delegation for the first time since the exhibition started in the late 1970s.

Studies were still going on, he said. He reckoned, however, that they would not lead to "massive" cuts.

The moratorium, expected to last until about June 22, is not directly linked to longer-term reductions currently under review at the MoD.

The ministry is believed to be looking for short-term cuts of £350m to offset the effects of inflation on the defence spending budget.

## Arms on display as exporters brace for testing times

By David White

A TOUGH "couple of years" was forecast yesterday for UK arms exporters by Sir Alan Thomas, head of the Ministry of Defence's Defence Export Services Organisation.

At a preview of this week's British Army Equipment Exhibition at Aldershot, he said spending cuts in other European countries would have a limited direct effect on UK defence companies, since Europe was not a big market for them. However, the decline would mean increased competition in other markets.

The biennial exhibition, which is not

open to the public, is due to be inaugurated today by Mr Tom King, the Secretary of State for Defence.

The show comes at an embarrassing

moment for the UK arms business,

in the middle of a six-week pause

in the Government's own arm purchases.

General Sir John Stibson, Master-

General of Ordnance, who is in charge

of purchases of land weapons, said the

pause covered all defence buying

"while we get our sums right."

China has been deleted from the

list of countries invited to send delegations, after the internal repression a

## CEREALS, OILS & FOODSTUFFS FROM INNER MONGOLIA

The agriculture and animal husbandry of Inner Mongolia have always been having good harvests and our foodstuff industry is, thus, thriving.

The main export commodities handled by the China Inner Mongolia Autonomous Region Cereals, Oils & Foodstuffs Import & Export Corporation include: Cereals, Oils & Beans; Feeding Materials; Livestocks such as cattle and sheep; Frozen Meat such as beef, mutton, horse meat, rabbit meat, poultry, etc.; Wild Animals and Fowls; Eggs, Fruits and Vegetables; Canned Food such as canned beef, canned mutton, canned fish, canned soup, etc.

China Inner Mongolia Autonomous Region  
Cereals, Oils & Foodstuffs Import & Export Corporation

24 Zhong Shan Road, West Huhhot, China. Tel: 667766 Ext. 0710 / 0702  
Cable: 7350 CERDIFOOD Tlx: 86014 COFIAM CN Fx: (0471) 667615 Postage Code: 010020

for its elderly Chieftain tank. However, the Army's requirement, originally reckoned up to 600, is expected to be reduced to between 300 and 350 in view of future force reductions in Germany. The initial order may be only about 200.

Vickers said that if it won the order it would continue to use both its tank production facilities.

Both the Chieftain and the Challenger 1, which was designed for the Iranians, are

notorious for reliability hitches. Experts believe the army's own first choice at this stage would probably be the US contender, the General Dynamics M1A2 Abrams. However, the Abrams has a potential drawback in the high fuel consumption of its turbine engine.

West Germany's improved Krauss-Maffei Leopard 2 might be a second choice.

Sir Peter Levene, the MoD's procurement chief, is understood to have backed the US

option in 1988, but the arguments of Lord Young, then Trade and Industry Secretary, in favour of Vicks prevailed in the government decision.

General Dynamics has intensified its efforts to swing the final verdict by the MoD now that the US Government has announced plans to suspend its purchases of tanks from 1993.

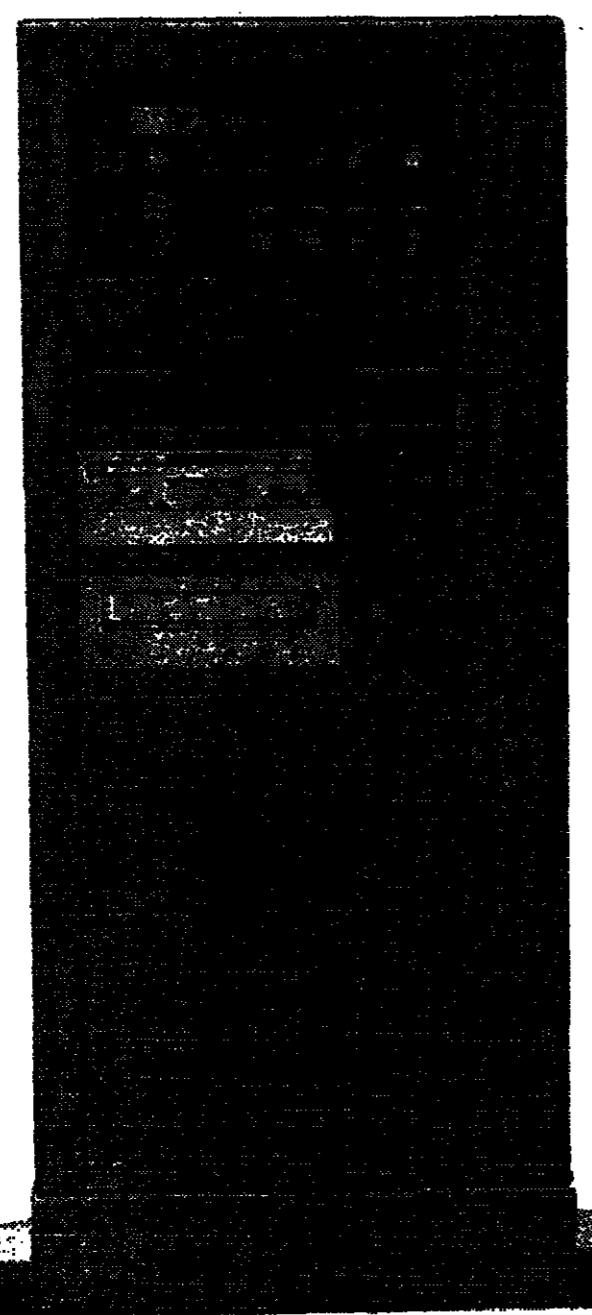
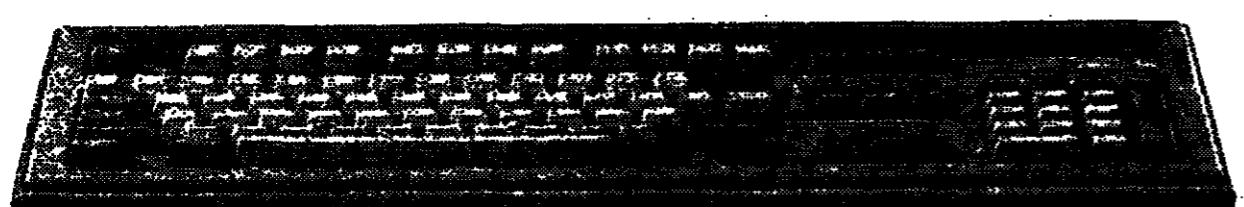
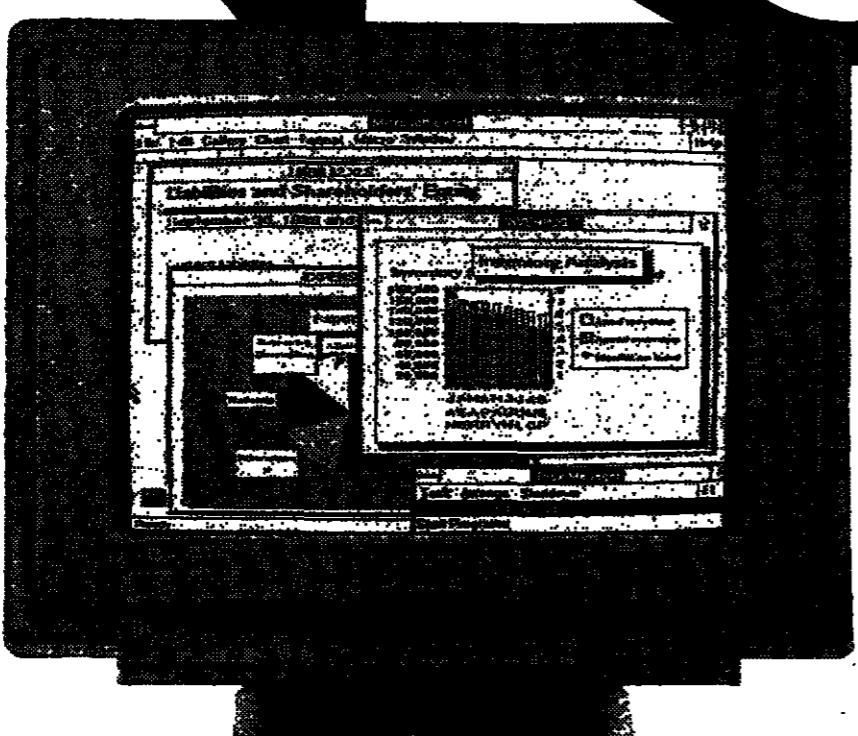
Royal Ordnance, the British Aerospace subsidiary that is developing the gun for the Challenger 2, recently made a deal to become a key subcontractor to General Dynamics if

*Justine Holland*

ANC. TIMES MONDAY JUNE 4 1990

# Olivetti CP486

# NOW!



The first Computing Platform.

Simple as a PC.

Powerful as a mini.

Universal as a standard.

Olivetti's new CP486 combines the power of a mini-computer with the simplicity of a PC.

The CP486 provides the link between existing mini-computers and PC networks, merging these 'worlds'.

As a mini-computer, the CP486 can provide computing power for up to 50 users. It can also give you the speed that will run the most complex software faster than any PC has ever run before.

It can also power networks at a lower cost per terminal than most other computers.

Olivetti Systems & Networks customers are supported by their own "Systems Partners". This means that whatever your business, you'll have a 'partner' that understands your needs.

They'll help you develop an 'open' system so that the CP486 can integrate with, or replace your existing equipment.

If you've been waiting for the right solution to your computer problems, the CP486 is available right NOW.

Call Justine Holland on 081-785-6666 or send this coupon to her  
at: Olivetti Systems and Networks, 88-88 Upper Richmond Road,  
Putney, London SW15 2UR.

Name \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_ Telephone \_\_\_\_\_

FT48646

Our force is your energy

**olivetti**

## UK NEWS

## Economy may be starting to pick up, survey shows

By Andrew Marshall, Economics Staff

THE UK economy may be starting to pick up again, with manufacturers expecting to take on more staff, according to a survey released today.

Recent indicators have shown that the economy has been slow to react to the Government's monetary squeeze, with both inflation and consumer demand remaining obstinately resilient.

In contrast, the Association of British Chambers of Commerce Quarterly Survey is the first to show that economic activity may be reviving. That is likely to cause some concern to the Government because of fears that it will fuel inflation.

Among manufacturers, 14 per cent more expect to increase their number of employees than expect to decrease them, up from 8 per cent in the last quarter of 1989. A balance of only 3 per cent said they increased employment in the last three months.

The number of unemployed people increased for the first time for four years in April, leading to widespread predictions of a return to high levels of unemployment. The survey suggests that may not be so.

The manufacturing sector, which has been more depressed than the service sector on the chambers' figures, now seems to be experiencing a small bounce-back.

The principal reason for that is a surge in British overseas sales with the balance report showing export orders increasing to 27 per cent from 15 per cent in

## Tunnel may marginalise UK regions, report says

By Paul Abrahams

REGIONS beyond the south-east of England risk being increasingly marginalised, according to a report on the implications of the Channel tunnel issued today by the Town and Country Planning Association.

Unless there is significant investment in rail links, the report argues, the completion of the tunnel and the single European market will mean that the UK regions risk becoming increasingly peripheral to investors as being on the periphery of Europe.

The report also says the south-east will suffer without additional rail investment, as roads, particularly the M25 motorway, become more congested.

It says British Rail's plans to operate one train a day between the north-east, north-west and the Continent are inadequate. BR estimates that 30 per cent of tunnel passenger traffic will originate outside the south-east.

The report calls for an early decision on the provision of a high-speed link between London and the tunnel; a ten-year investment programme to integrate the UK's rail network into the Continental system; and a feasibility study on the viability of a high-speed TGV North route to the north-west of England.

The report covers 3,821 businesses in 11 regions.

*Quarterly Economic Survey, British Chambers of Commerce, Sovereign House, 212 Shaftesbury Ave, London WC2H 8EW. £15 annual subscription. £15 single issue.*

## Economists oppose cuts

By Our Economics Staff

SHARP disagreements between professional economists, opinion leaders and government policy are found in a survey of 1,000 economists published today by the Institute of Economic Affairs, an independent research organisation.

Two thirds of the economists surveyed were against reductions in the level of government spending, did not support the view that the main concern

## Data studies appointment

MR Michael Earl, fellow of Templeton College, Oxford, and one of Britain's leading management academics, has been appointed chair of information management at the London Business School.

The chair has been sponsored by Andersen Consulting, the information-technology arm of the accounting firm Arthur Andersen. Mr Earl will take up the post next year.

## Constitutional confusion over war crime

Alison Smith says plans to allow prosecution of old Nazis are stirring up a rumour

FOR the House of Lords to vote on the general principles of a government bill is a rarity. For there to be a sporting chance that peers might throw the bill out the first time they have an opportunity to do so is the sort of stuff to make hardened constitutionalists reach for the books on precedent.

If the Lords do decide today against the war crimes legislation, enabling prosecution in the United Kingdom of alleged war criminals who are British citizens or residents, the first time they have voted down a government bill at second reading for more than 40 years.

That last happened when the post-Second World War Attlee government introduced legislation to reduce the Lords' legislative powers. Those same powers may yet be invoked by the Government to ensure the passage of the present bill.

Under the Parliament Acts of 1911 and 1949, if the House of Lords rejects a government bill in two successive parliamentary sessions, after the second time it can go straight to the monarch for formal royal assent and then implementa-

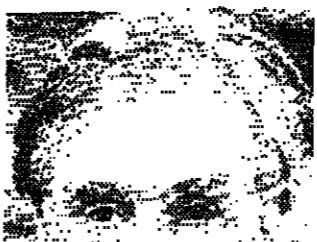
tion, unless the Commons decides otherwise.

However, in what sounds like an attempt to distance themselves from probable political embarrassment, ministers are already explaining that the war crimes bill is not straightforward government legislation.

Although technically a government bill, the issue is one of conscience and party whips will not be applied.

Thus if the motion from Lord Campbell of Alloway, a Tory backbencher, is passed, refusing to allow the bill to proceed, that will not be a "government defeat", the argument goes. It will be more like the difficulty with the war crimes bill is that Parliament appears to be in two minds.

Although the bill was brought forward only after there had been a majority in favour of more than 200 anti-war MPs in a free vote, the Lords' heavily represented legal establishment has twice fed widespread opposition to the plans for formal royal assent and then implementa-



Lord Belstead: cautious on a re-run for the proposals

Late last year, when peers discussed the report from Sir Thomas Hetherington, the former Director of Public Prosecutions, hardly a handful of peers supported bringing in legislation to report recommended. Those opposed included Lord Hailsham and Lord Havers, both former Tory Chancellors.

Just a month ago, when the Government proposed in legislation dealing with Scottish plans for war crimes trials.

legal matters to allow video links to be used for giving evidence (already allowed in England and Wales) an amendment preventing that change in any war crimes trials succeeded by more than two to one (137-62), in spite of government support for it.

If the same lobby succeeds in killing the bill, the Government will not be drawn into an immediate statement on its plans. There are, anyway, internal differences to be resolved.

Mr David Waddington, the Home Secretary, is thought likely to press for the bill to be reintroduced next session, but the Government's business managers – particularly Lord Belstead, leader of the Lords, and Lord Denham, the government chief whip – are said to be more cautious about a rerun.

One possible approach that ministers are considering is to give MPs a free vote on whether to pursue a course that could bring constitutional confrontation with the Lords.

If the Commons still strongly supports changing the Government's proposal, then it will be a clear vote to say so would strengthen the Government's

hand in trying again if necessary making rare use of the powers in the Parliament Acts to override the Lords.

While a defeat for the bill would in the short term dent the Government's political troubles, ironically it sees almost as many difficulties for the Labour Party in the long run.

Legislation in the Lords works under the "Salisbury rules" – an informal agreement binding the opposition not to wreck or vote against the second reading of a government bill if it is a manifesto commitment.

Given the bill's awkward combination of being both a government and free vote, it is only way for the opposition to be united and still within the rules seems to be for Labour frontbench team to agree to abstain while the backbench colleagues allowed a free vote.

Abiding by such a "doctrine of the mandate" has caused frustration on the Labour benches during previous Tory difficulties, and will do so again today. Yet Labour peers, fearing power more closely than for some time, will no doubt depart from it now.

## Number of homes with satellite dishes tops 800,000, study finds

By Raymond Snoddy

MORE than 100,000 satellite dishes are estimated to have been installed in the UK last month, taking the number of households receiving satellite television channels directly to above 800,000.

The growth in the market for satellite television comes in the latest FT Satellite Monitor, which has been tracking the progress of satellite television in the UK since Mr Rupert Murdoch's Sky Television was launched in February 1989.

Households watching British Satellite Broadcasting were identified for the first time in the survey of more than 4,000 adults. A total of 132 receiving households were found – six of them receiving the five channels of BSB. The number is, however, too small to be statistically reliable.

Last month's estimated rise

of 104,000 – which has a margin of error of plus or minus 40,000 – takes the total to 801,000.

That is close to 4 per cent of households in the UK and means that multi-channel television is now available via dish aerials to one in 25 homes in the country. Because satellite homes have an average of 3.5 individuals, that grosses up to a potential television audience of close to 3m.

Channels such as Sky, Screensport or MTV are also available through cable television networks.

The latest forecast by Continental Research, the market research company that produces the Monitor for the FT, is that there will be 1.3m dishes and Squarials by the end of the year.

The trend of future demand

continues downwards. Since December, the number of people who say they will definitely or probably install satellite receiving equipment has fallen from well over 4m households to below 3m in May.

That will now probably change. BSB, a consortium in which Pearson, publisher of the Financial Times, has a substantial stake, launched a £20m advertising campaign at the weekend. BSB launched its national service at the end of April, but has been dogged by a shortage of receiving equipment.

Among households intending to install satellite equipment, Sky and the other Astra channels lead: 38 per cent of such households say they will chose Sky/Astra; 31 per cent opt for BSB and 31 per cent are undecided.

## Cleaning contractors claim gains in NHS

By Alan Pike, Social Affairs Correspondent

CONTRACT cleaning companies in the National Health Service are strengthening their position against in-house workforces, the Contract Cleaning and Maintenance Association says in research published today.

The Association analysed NHS cleaning contracts after a report from public-service trade unions claiming that the practice of using contractors was proving unsatisfactory.

According to the Association's research, 80 cleaning contracts were awarded within the past four years. Some 40 per cent of the issues raised by trade unions had not been accepted as contract failure by NHS managers. "Our analysis suggests that there have been only a few cases which were genuine failures."

Contractors have about 27 per cent of NHS cleaning work,

## US BANKING THE WINNERS AND LOSERS

The June issue of *The Banker* is devoted to an in-depth report on the US banking and finance market. US banking is going through a major shake up. The economy is slowing down and the major money-centre banks are losing ground to the super-regional. *The Banker* presents its exclusive and authoritative listing of the Top 300 US Banks and assesses the winners and losers.

The Banker also examines the thrift institutions and the difficulties some of them are encountering, and publishes for the first time a new listing of the Top 200 US Thrifts.

As you would expect from a Financial Times publication, the June issue of *The Banker* also covers other important and topical issues and presents an in-depth analysis of the Singapore and Malaysian banking systems. There is an exclusive interview with the governor of the Banque de France on the future of Paris's financial markets, and a survey on dealing room technology.

The Banker, with its regular features on capital markets, trade finance and banking technology as well as its special listings, gives readers a broad independent overview of the factors affecting the world of banking and finance.



**THE BANKER**  
A Financial Times Publication

## APPOINTMENTS

### Changes at Air UK

■ Mr Bob Frost, managing director of AIR UK, has resigned for personal reasons. Mr Stephen Hanscombe, group managing director, will be taking on the immediate responsibility for the day-to-day running of the company.

■ Mr Mike Flanagan has been appointed chief executive of the DEVELOPMENT BOARD FOR RURAL WALES to succeed Dr Iain Skewis who retires later this year, writes Anthony Moreton.

Mr Flanagan has been the board's director of finance since 1987. He was previously Development Corporation.

The Development Board was set up in 1977 to rejuvenate the economy of largely rural Mid Wales. Mr Glyn Davies, the board's chairman, said: "Mr Flanagan is just the man we want to take forward the ideas of a young, lively board and an enthusiastic staff into action to help rural Wales."

The next few years will see the advent of the single market, the continuing problems within the agricultural industry, the need for more rural housing and the problem of depopulation,"

■ PREMIER CONSOLIDATED OILFIELD has made the following changes: Mr J.A. Heath is being appointed to the board as director of finance on July 1. He is group controller at Burmarr Oil. Mr Glyn Verspich is resigning as director of exploration and production on July 1 to take up other activities.

■ Mr D.R. Jowett has been appointed works director and Mr K.A. Ramsden sales director of SMITH WIRES, a subsidiary of Arthur Lee & Sons.

■ ASYSTEL SPARTEX, the UK operating arm of Asystel Group, has promoted Ms Helen White (pictured) to sales director.

■ BENDICKS OF MAYFAIR has appointed Mr Ian MacIntyre as finance director, replacing Mr Ian Hotchen who retires.

■ ECI VENTURES has appointed Mr David



■ Mr Mike Riley (pictured) has been appointed area sales director-Northern Europe for HARRIS SEMICONDUCTOR. He succeeds Mr Geoff Hardman.

■ AK INTERNATIONAL BANK has appointed an assistant general manager: Ms Peter James and Mr James Chesters, formerly general manager, treasury and assistant general manager, treasury respectively of Libra Bank. Mr James will become the bank's treasurer and Mr Chesters will be responsible for money markets.

■ PREMIER CONSOLIDATED OILFIELD has appointed the following changes: Mr J.A. Heath is being appointed to the board as director of finance on July 1. He is group controller at Burmarr Oil. Mr Glyn Verspich is resigning as director of exploration and production on July 1 to take up other activities.

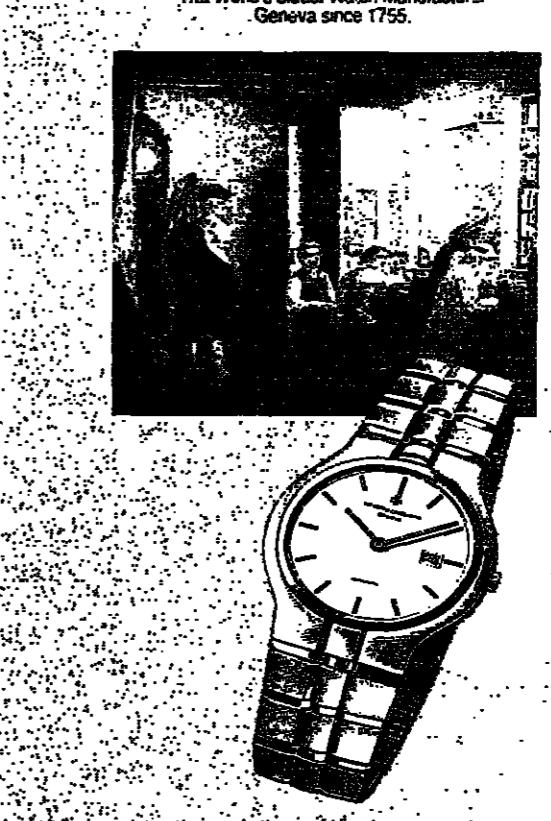
■ Mr D.R. Jowett has been appointed works director and Mr K.A. Ramsden sales director of SMITH WIRES, a subsidiary of Arthur Lee & Sons.

■ GRANVILLE & CO, the private investment banking group, has appointed Mr Charles Arnold, a director of Unitech, as head of corporate finance. He will join the Granville board.

■ Mr Stuart Hallam has sales and marketing director, communications systems at PHILIPS BUSINESS SYSTEMS. He was an account director for the BT business unit.

### VACHERON CONSTANTIN

The World's oldest Watch Manufacturer Geneva since 1755



ARE YOU INTERESTED IN INVESTING IN POLAND?  
ARE YOU INTERESTED IN IMPORTING FROM POLAND?  
WE ARE THERE TO MAKE IT PAINLESS.

KANT IMM. UL. ODYNCA 1A/1  
02-606 Warsaw, Poland  
Tel: (22) 440731  
Fax: (22) 825175  
Fax: (22) 173444

**BRITISH VIRGIN ISLANDS**  
The Financial Times proposes to publish a Survey on the above on

JUNE 29th

For a full editorial synopsis and advertisement details, please contact:

NIGEL BICKNELL

on 071-873 3447  
or write to him at:  
Number One, Southwark Bridge  
London SE1 9HL

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER



## MANAGEMENT

Local management in schools

# Why headteachers are now facing a learning curve

Christina Lamb reports on organisational changes in UK education

**O**vernight Sylvia West went from handling a yearly budget of around £15,000 to one of more than a million pounds. She had not just taken over a large company, nor was she a business executive who had just been promoted. In fact she had almost no accounting experience. At that time in 1983 West was headmistress of a Peterborough school - one of six involved in a pilot scheme - which had just been given control of its own budget.

A revolution is occurring in the British classroom. In Nuneaton, Manor House school is offering discount showers to parents who enrol their offspring. John Mansfield school in Peterborough is buying advertising airtime on the local radio. A comprehensive school in North Wales is making a profit of £40,000 a year after becoming a limited company - the first school in Britain to do so.

While the outcry over the introduction of the National Curriculum has contributed to the turmoil in teaching circles, the decision that from April the majority of schools in England and Wales should run their own budgets has caused the biggest educational shake-up since the Second World War.

The Government's scheme, known as LMS (local management of schools), will transform heads with no accounting experience into executives handling millions of pounds; they will have to learn management techniques and ways of running their product.

By 1993 local education authorities (LEAs) will have delegated responsibility for the management - including control of finances - to all secondary schools and primary schools with more than 200 pupils.

Headteachers will be in a strange position. Working in tandem with the board of governors, they will have complete responsibility for hiring and firing, appeals against unfair dismissal and any other complaints will still have to go to the LEA.

Schools will carry the can for overspending on their budgets but will have no control over the amount they receive, most of which will come from LEAs on a per capita basis. Although more pupils means more money, schools will have little flexibility over how it is spent.

West, who is now the warden and head of Impington Village College which adopted LMS in 1987, points out that for a school of 1,000 children, her budget of more than £1.5m must cover staffing costs and overheads;

after that only £71,000 is left. Of this exams eat up £22,000 and the balance must pay for postage, curtains, decoration and so on.

West complains that the capitation formula does not take into account the fact that in catchment areas with brighter children more exams are taken; she is worried that the introduction of the National Curriculum will mean even more being spent on exams, thus forcing cuts elsewhere.

Financing arrangements can widen social inequalities. Schools in wealthy towns pull in cash; those recruit financial wizards onto their boards of governors; they get contributions from parents and are able to charge high fees for leasing facilities for anything from wedding receptions to aerobics classes.

Moreover, basing the budget on pupil numbers will inevitably cause tension between local schools competing for children in areas of falling rolls. This happened in the town of Peterborough - where the first pilot schemes were held. Cambridgeshire

- Peterborough's LEA - delegated budgets to six secondary schools and one primary school in 1982. In 1987 the scheme was extended to all 46 secondary schools.

LMS requires heads to change their role totally; they will have to learn even faster than their pupils. It means that they will have to take on far more administrative responsibility - which can in turn detract from their role as director of the school.

Alan Atkins, headmaster of Cromwell College in Cheltenham, finds himself spending four evenings a week at meetings and more than 50 per cent of his time in the school on administration - more than twice as much as before. "I regret that trying to cope with doing far more administration and keeping up my teaching commitment means that I no longer have time to sit back and think about the school in the way that I used to."

The desire to attract more pupils and thus increase the budget has changed the educational ethos; schools have to be far more conscious of the way they market themselves.

Atkins explains: "We are having to think of the school as a commercial enterprise. We see as important the way we present ourselves on printed matter sent to homes, getting publicity in the local paper and attracting pupils. Our way of looking at things has totally changed. For example, before we would never have dreamed of advertising but now if it costs £400

to take out an advert on the local radio, but it attracts two pupils each adding an extra £1,700, it's worth it."

The Impington Village College is constantly looking for ways to make money; it leases classrooms, sells advertising on the sides of its bus, and is currently considering becoming a limited company, providing high quality printing.

"We are much more into entrepreneurialism. Words like promotion and marketing have become common currency overnight. Entrepreneurialism must be part of the agenda and the whole staff must be geared up to it - but there is a fine balance. At the end of the day we produce people not products," says West.

West has set up a business management team and employed professional fund-raisers who are busy seeking sponsorships and running a drive to raise money for building a sports complex. Ancillary staff form the core of the team; many have had to expand their roles - the school secretary, for example, is also promotions officer.

All this has resulted in some success. A local business society is sponsoring a minibus, another firm is paying for sportswear in return for having its name displayed on jerseys, and another is sponsoring the school magazine.

**H**eads have had to become far more cost-conscious. West explains: "A leak in a shower has become a matter of much greater urgency because now we are having to pay for all that wasted hot water instead of it being lost in the LEA budget."

West is enjoying the challenge; she says it has forced her to move her performance up a gear and meant staff taking on new responsibility. "I don't try and make all the decisions; I see myself more as setting the direction and course. It's a massive opportunity to control and direct resources but having said that resources are very tight."

The government argues that under LMS heads gain greater freedom to run schools; they are freed from the bureaucratic inefficiencies or ideological whims of LEAs. The market forces which force schools to fight for pupils as a means of increasing their budgets are intended as a spur to excellence.

But Atkins points out there is little room for manoeuvre in improving the school: "If I get the six-monthly budget printout and see I'm overspending



Sylvia West: controls a budget of more than a million pounds

on teaching staff there is not much I can do, because I can't reduce staff till the end of the financial year. An awful lot of money is accounted for by the national curriculum; there are certain teachers and new equipment we must have."

Though broadly in favour of the LMS scheme, Atkins believes the details have not been properly worked out: "There is a potential for diversion and damage. Previously if unpleasant decisions had to be made it was done at Shire Hall [base of the Cambridgeshire LEA]. Now we have to take them within the school and take the blame."

Both West and Atkins have found this means that there must be a more open environment. Atkins, who has been headmaster at Cromwell for seven years, explains that this can have its advantages. "I know much more about what's going on inside and outside the school than I ever did." The staff are consulted far more and a specially set-up staff finance committee meets to make recommendations before the governors' finance committee meets. West says: "If we had to make cuts the staff would be asked for ideas first."

Under the LMS scheme, the LEA is supposed to change from being a hands-on manager to taking an advisory role: allocating the annual budget, helping with long-term planning, monitoring academic performance, and providing back-up. However, West says that as she tries to raise funds, she finds increasingly that what she needs is legal and commercial, not educational, advice.

Both West and Atkins are concerned about the speed at which the change is occurring - most schools must adopt LMS by April 1993. West points out that the schools in the pilot

## Management abstracts

The recycled LBO: a second dose of leverage. SE Cummings in *Mergers & Acquisitions (US)* Nov/Dec 89 (4 pages)

Suggests that, when the owners of a company purchased through a leveraged buyout wish to cash in on the proceeds, other leveraged buyers may be the most willing takers; identifies the reasons for this - inter alia - if the company appealed to leveraged buyers first round it is likely to do so again. Dealing with the problem manager. KM Golden in *Personnel (US)* Aug 89 (6 pages)

Homes in on the manager who continually creates problems where none had previously existed and who suffers from personality problems. Cites some examples: the aggressive manager (loyal only to him/herself), the "stew-stirrer" (gossip, favouritism, not giving job definition) and several others. Identifies costs to the organisation in terms of turnover or dysfunctional behaviour. Provides a case in point of a manager suffering from insecurity and emotional dependence on his staff; considers options for dealing with him and options for the employee working to the manager. Advises that, at selection, greater attention should be paid to applicants' personalities in terms of self-worth, sense of humour, and emotional problems.

The return in the child-care investment. C Ransom & others in *Personnel Administrator (US)*, Oct 89 (4 pages)

Presents a method of determining the required degree of employee involvement, depending on the present skill levels of employees. Entitled the "employee involvement readiness matrix", it is a two-step analysis and evaluation tool that relates a learning continuum (interpersonal relations, group process/problem solving, employee relations) to an employee involvement continuum (co-operative goal-setting, employee idea system, focused task forces...).

Computer viruses: protect and survive. BJ Spaul in *Accountancy (UK)* Apr 89 (6 pages)

Discusses the recent attention given to computer viruses and addresses the setting up of a structure of controls and standards to protect systems and help them survive if contaminated. Uses analogies with the medical profession.

No-nos in negotiating with the Japanese. RM March in *Across the Board (US)* Apr 89 (2 pages)

Examines practical difficulties in conducting business negotiations with the Japanese, among others. Interpersonal communications, cultural misunderstandings, differences in tactical approach, and unwillingness to discuss detail; illustrates with a case example of a negotiation which fell apart.

These abstracts are condensed from the abstracting service published by Amber Books Ltd. Further details of the original articles may be obtained at a cost of £5 each (including VAT and p&p) each with ordering code: 01202 861100. Bradstone, West Yorkshire BD9 8EJ

but recognises there is still some antagonism from consumers.

Performance appraisal system. Deming's deadly disease. RJ Moen in *Quality Progress (US)* Nov 89 (2 pages)

It is Deming's view that appraisal systems which nourish a win-lose philosophy are extremely harmful. The proposition here is that they should be abolished because they satisfy neither the needs of employees nor managers; are costly, and impossible to administer because managers do not possess the correct skills, while there will always be an element of ranking people.

Sees a need for appraisal to be ongoing and from various sources (peers, customers, whoever), not be linked to salary and to be co-operative exercise. Presents examples of good appraisal practice at, eg American Cyanamid.

How ready are your employees to be involved? SJ Cabot in *Supervisory Management (US)* Nov 89 (4 pages)

Presents a method of determining the required degree of employee involvement, depending on the present skill levels of employees. Entitled the "employee involvement readiness matrix", it is a two-step analysis and evaluation tool that relates a learning continuum (interpersonal relations, group process/problem solving, employee relations) to an employee involvement continuum (co-operative goal-setting, employee idea system, focused task forces...).

Computer viruses: protect and survive. BJ Spaul in *Accountancy (UK)* Apr 89 (6 pages)

Discusses the recent attention given to computer viruses and addresses the setting up of a structure of controls and standards to protect systems and help them survive if contaminated. Uses analogies with the medical profession.

No-nos in negotiating with the Japanese. RM March in *Across the Board (US)* Apr 89 (2 pages)

Examined practical difficulties in conducting business negotiations with the Japanese, among others. Interpersonal communications, cultural misunderstandings, differences in tactical approach, and unwillingness to discuss detail; illustrates with a case example of a negotiation which fell apart.

These abstracts are condensed from the abstracting service published by Amber Books Ltd. Further details of the original articles may be obtained at a cost of £5 each (including VAT and p&p) each with ordering code: 01202 861100. Bradstone, West Yorkshire BD9 8EJ

## LEGAL COLUMN

## Cryptic clue to the value a firm places on its lawyers

By Robert Rice, Legal Correspondent

THERE HAS BEEN much talk recently about the "greening of the legal profession", which I had always assumed meant that lawyers were busy jumping on the environmental bandwagon. I now know, of course, that it refers to the colour that the majority of the profession turned on reading that a medium-sized firm of City solicitors was advertising a partnership vacancy for a commercial property lawyer at between £100,000 and £200,000 a year.

The advertisement should not perhaps be taken completely at face value. The firm, which remains anonymous, is clearly trawling for commercial property lawyers right across the spectrum and will offer a partnership package worth £200,000 only to someone who has already achieved senior-partner status in another firm and who has a considerable reputation and following in the commercial property sector.

If, as seems more likely, the advert only succeeds in attracting lawyers at a junior-partner or senior-assistant level, the earnings package on offer is likely to be nearer £100,000.

One of the curious aspects of the advert is that a firm should be prepared to pay so much for a commercial property lawyer when there has been an undeniably downturn in the entire property sector.

There is perhaps an argument for saying that at a time when good-quality commercial property work is becoming scarcer, it makes sense to try and grab a bigger share of what is available by attracting the best commercial property lawyers to come and work for the moment.

No doubt, too, the firm concerned would argue that whoever gets the job will be expected to more than earn his or her keep by bringing in a substantial quantity of new work.

Nevertheless, £200,000 seems a great deal of money to be offering any property lawyer at the moment.

It makes you wonder what sort of money the big names in the corporate insolvency field could command, given the huge increase in corporate insolvencies and company liquidations in the first five months of this year. Just how much then do lawyers earn?

At the bottom of the heap we know what trainee solicitors and assistant solicitors earn in the large City practices because they publish the figures.

Trainees starting this September will earn between £15,500 and £16,000 and first-year qualified assistants about £25,000.

Two to three-year qualified assistants can command £40,000-plus and senior assistants - five or more years post-qualification - up to about £60,000.

How does that compare with average executive pay in the UK? According to a study of European executives salaries carried out by European Remuneration Network and published in the FT's Jobs Column on May 25, the salaries of UK managing directors of organisations employing from 250 to 1,000 people were as follows: in the lower quartile, basic salary

Two to three-year qualified assistants can earn about £100,000 rising to about £300,000 after 10 or 15 years. There are some exceptional individuals who command more, but they are few and far between. In general £300,000 is about top whack.

At the bottom of the heap we know what trainee solicitors and assistant solicitors earn in the large City practices because they publish the figures. Trainees starting this September will earn between £15,500 and £16,000 and first-year qualified assistants about £25,000.

£45,000, total cash pay £51,581; median, basic salary £52,416, total cash pay £57,000; and in the upper quartile, basic salary £75,283, total cash pay £89,391.

Firms of finance the figures were: lower quartile, £28,000 and £30,000; median, £32,000 and £34,740; and upper quartile, £37,428 and £41,240.

So, by large, solicitors - certainly commercial solicitors - do very well. As the boom years of the late '80s fade into memory, however, can they continue to pay themselves so much?

Although there is nothing yet to suggest that they may actually have to take a pay cut, there are sufficient signs of a downturn in work to suggest that salaries and partners' earnings may have to remain fairly static over the next two or three years.

Those firms which diversified during the good years may find it easier to buck the trend than those which grew fat on the go-go areas of corporate finance and commercial property alone.

Those firms which diversified during the good years may find it easier to buck the trend than those which grew fat on the go-go areas of corporate finance and commercial property alone.

As one associate complained to the magazine, pension contributions were never before considered as part of salary.

Partners "making a million dollars a year are nickel and diming us".

Cravath held a similar vote among its associates in March, but they opted to continue with the pension scheme.

Hard Times? You can begin to see what was at the back of Dick's mind in Henry VI, Part 2, act IV, scene ii.

"But methinks he should stand in fear of fire, being burnt i' the hand for stealing of sheep."

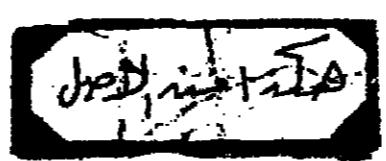
TAIWAN  
AND CHINA AIRLINES,  
NURTURING TALENT  
AND REAPING SUCCESS

a multi-million dollar state-of-the-art Boeing 747-400 simulator training facility last year.  
Next time you fly to Asia remember, China Airlines - where a tradition of excellence supports each flight.



A PASSION FOR DETAIL  
CHINA AIRLINES  
TAIPEI, TAIWAN, ROC

JPD/jpd



# NOW OVER 6 MILLION PEOPLE IN 80 COUNTRIES CAN WATCH THE FT.

In recent months you may have found that you're an FT viewer as well as reader.

You may well be watching FTTV's "Financial Times Business Weekly". Thirty minutes of business news, interviews and major topics, covered with the FT's distinctly European perspective.

You may also be catching our daily early morning update on Super Channel, the "FT Business Report", sponsored by Feruzzi.

If you are an FT viewer, you're in very good company. Many of Europe's business leaders are now using FTTV programmes as a regular part of their business briefing.

Through a link with CNN we're bringing the FT's authoritative European viewpoint to a much wider audience.

FTTV now co-produces a nightly business programme, "World Business Tonight".

The thirty minute programme is shown on CNN International and can be seen in over 6 million homes from Stockholm to Seville and in thousands of top business hotels from Bangkok to Baden-Baden.

So wherever FT viewers find themselves in the business world they can catch up with the news and information they need with "World Business Tonight".

If you'd like to know more about FTTV and where and when FT viewers can tune in to our expanding network please attach your business card and send it to:-

Colin Chapman Managing Director FTTV Number One Southwark Bridge London SE1 9HL

Your business card





# BP has found oil in space.

Contrary to popular belief, space is not the final frontier.

We've been there for years, analysing satellite images of the earth's surface to help us find oil.

One such image takes in thousands of square kilometres.

Allowing our geologists to single out areas of promise, based on the disposition of minerals and rock formations.

Satellite imaging isn't the only space-age technique

employed by BP Exploration.

We've developed lasers capable of detecting microscopic amounts of oil. Because traces of oil seeping to the earth's surface can betray huge deposits underground.

Whatever the method of exploration, our mission is the same, to boldly go where no oil company has gone before.

Finding new energy reserves is just one of the things BP is doing today, for all our tomorrows.



## For all our tomorrows.

Job in progress

## ARCHITECTURE

*Lessons to be learnt from a tropical climate*

difficult for architects in the commercial sector to advance the art of architecture by experiment. I was particularly struck by this unappreciated problem when I met the architect Yeang in London recently. He is well known for his radical work in Malaysia, but of his ideas are equally cable to architectural opinion in the west. Concerning with a tropical climate has concentrated his on the need for new ways to act as "environmental filters"; this is not just a technological need but one determines both the form and language of the architect.

mate has always determined the forms of traditional buildings in the tropics. This factor that was frequently forgotten by modern architects trained in the west imposed alien styles and attitudes upon cultures that have been formed for a "modern" and progressive image.

In Yeang's first high rise, which was built in the mid-1980s, the Plaza Atium in Kuala Lumpur, the atrium area is not inside the building but between the inside and the outside – adapting the idea of a wide colonnade to the vertical high rise.

The high space is roofed by a filter of louvres that allows hot air to escape and sunlight to be diffused.

In his subsequent high rise, the recently completed IBM Plaza, Yeang has been much more adventurous. He has achieved the greening of a skyscraper by the creation of a 24-storey diagonal garden that clammers from balcony to balcony the entire height of the block. With the application of automation watering Yeang has been able to ensure that it remains green.

IBM Plaza is adventurous in other ways, too. By projecting floors above one another some

no way indigenous to the Malaysian region.

The skyline of Kuala Lumpur today shows the soaring results of the incredible building boom of the 1980s. Mrs Thatcher expressed her delight at the appearance of the new city skyline and enthused about its cleanliness, but her views on the appropriateness of air conditioned buildings that guzzle expensive energy are not recorded.

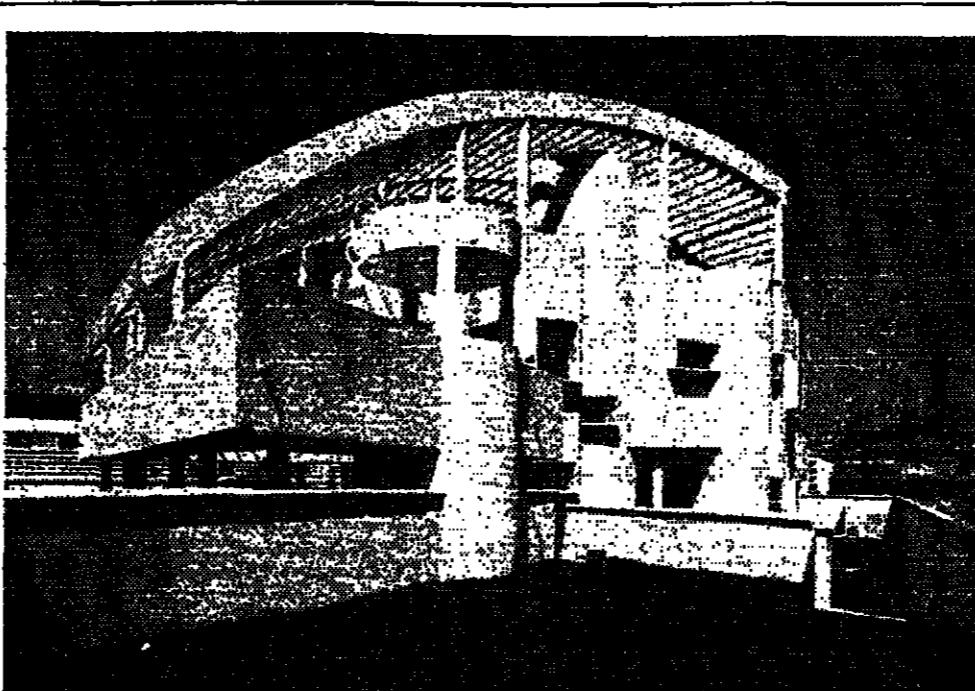
Ken Yeang's first high rise was built in the mid-1980s, the Plaza Atium in Kuala Lumpur. As a response to the tropics, the atrium area is not inside the building but between the inside and the outside – adapting the idea of a wide colonnade to the vertical high rise.

The idea of the planted skyscraper is not new; Roger Ferri in New York designed, some time ago, a spiral tower grandly and extensively planted on a rising ramp of terraces.

Yeang has also challenged the zoning conventions of city planners in a way that certainly offers salutary lessons to London planners. In his Northern City project near Penang a 24-storey block is divided between offices, residential and a "town club" on the top four floors. This facility should surely be emulated widely.

There is a swimming pool, squash courts, restaurants and bars that are extremely well used.

How long can we continue to build acres of cities that are dedicated solely to the office?



Ken Yeang's most original building, Roof-Roof House in Kuala Lumpur (1984)

what like a displaced pack of cards, Yeang breaks the surface of the normally smooth block and enlivens it. Shading from the intense sun is also provided this way. By placing his towers of lifts and stairs on the east and west sides of the building, cooling shadows are cast and the offices can be oriented north/south to maximize coolness.

The large quantities of planting help to insulate the walls of the block and thus save energy. The views from the offices to the planted terraces are also extremely attractive.

The idea of the planted skyscraper is not new; Roger Ferri in New York designed, some time ago, a spiral tower grandly and extensively planted on a rising ramp of terraces.

Yeang has also challenged the zoning conventions of city planners in a way that certainly offers salutary lessons to London planners. In his Northern City project near Penang a 24-storey block is divided between offices, residential and a "town club" on the top four floors. This facility should surely be emulated widely.

There is a swimming pool, squash courts, restaurants and bars that are extremely well used.

How long can we continue to build acres of cities that are dedicated solely to the office?

adjusting to the wind. The prevailing wind from the south east blows over the swimming pool and is cooled.

The house owes a lot to the white architecture of Le Corbusier and the work of later practitioners like Richard Meier in the US. The whiteness and simple geometry is highly appropriate to the climate where intensity of shadows adds a fourth dimension to architecture.

Yeang's work is known in Britain mainly through his visits and lectures. It is clear that he has some practical and useful experimental ideas. He has looked afresh at the sealed glass box with its dubious thermal performance and offered

some imaginative alternatives. As awareness of climatic changes grows, perhaps the conventional vast high rises currently under construction throughout the world are quickly going to look out of date and greedy for scarce energy.

The prospect of giant projects like London's Canary Wharf rapidly becoming white elephants is a real one. No developer wants to take huge architectural risks on such a large scale but the time has surely arrived when some careful experiment, perhaps on a pilot basis, would be in order.

Colin Amery

## Berlioz Requiem

### FESTIVAL HALL

Once in every generation we should have the chance to hear Berlioz's *Grande messe des morts* performed with its full forces at Saint-Louis des Invalides in Paris, for which it was conceived. In the great central cross of the building the four brass bands and 16 timpani could be laid out as the composer intended and the work attain the heights of aural magnificence to which it aspires.

This is a Requiem for special occasions and the Festival Hall performance on Friday met at least that requirement. The concert, not part of a regular series, was given in aid of The Samaritans and Friends International. Serge Baudo, founder of the Berlioz Festival in Lyon, had been engaged and there was every hope that the musical standard would rise to

the occasion, even if the venue could not.

The Festival Hall is a poor substitute for the chapel of the Invalides – too short a reverberation, too sharp a clarity. But an attempt was made to meet Berlioz's other demands, with the brass bands placed, two on each side and eight timpani (half his optimum) ranged along the back of the platform – easily enough volume for a hall of this size, especially for those sitting in the pews.

At such an event it is difficult to make criticism of performers who have given their services. But it has to be said that the choral singing of the combined Pro Musica Chorus and London Choral Society left a lot to be desired. Entries and intonation were often suspect, especially among the tenors,

and sections such as the opening of the "Quid sum miser" where the music should unfold with serenity, teetered instead on the brink of a precipice.

The Young Musicians Symphony Orchestra fared better and seemed to have profited from work with a conductor who has an innate feeling for how Berlioz at his most idiosyncratic should be shaped and felt.

Nothing that Bando did was really marmoreal or inexpressive: the radiant "Sanctus," sung in a light and appealing head voice by Vernon Midgley, was only one movement in which the conductor's keen ear for Berlioz kept interest in the performance as a whole alive.

Richard Fairman

## Young singers

### PURCELL ROOM

This is the fifth year that the London International Opera Festival has promoted an evening of some promising young opera singers, each taking part in a competition. The four who were originally lined up for this year's recital on Saturday have already started to make names for themselves, but a last-minute shuffle of performers turned up a welcome joker in the pack.

The soprano Maureen Brethwaite set proceedings off to a lively start. With a winning smile and a vivacious personality she has found the way to capture the attention of an audience and the voice, already tested in the Coliseum when ENO revived *Hansel and Gretel* at Christmas. Her voice is especially attractive,

soaring out freely in Bess's "My man's gone" and the Jewel Song from *Faust*. It is not easy at an event like this to give the feeling of a real opera performance. The extracts are too short and a pianist (Christopher McCreath) is no substitute for an orchestra. But on this occasion we seemed even further from the opera-house than usual because only Miss Brethwaite really looked and moved like an opera-singer, noticeably so when she came to duets with the other two scheduled singers, Harriet Roberts and Neal Davies.

In purely vocal terms they showed their strength in solo work: Roberts displaying an easy upward extension to her mezzo and Davies making a stalwart job of his aria from

Simon Boccanegra. Then came the substitute tenor and any fear of safe routine was swept aside.

Never had inconveniently turned Julian Gaynor's body into a prison for the evening, but the voice that was locked inside in a brilliant tenor that rings out with exciting, trumpet-like clarity.

The programme ended with the quartet from *Rigoletto* and it was Gaynor's singing, bright and clear, carefully schooled, even if he was pushed close to his limits by the demands of this piece, that one went away remembering. It will be interesting to see how this young Australian fares when he is not being thrown in to sing at a hour or two's notice.

Richard Fairman

### Alastair Macaulay

### ARTS GUIDE

#### MUSIC

##### London

Berlin Philharmonic Orchestra conducted by Daniel Barenboim, playing Mozart and Bruckner. (Mon) Royal Festival Hall. (071 928 3022).

Guildhall Symphony Orchestra conducted by Christopher Seaman playing Beethoven Symphony No 5. Guildhall School of Music and Drama (Wed) (071 608 8891).

These are the premises of

*In Our Hands*, which is

de la Tour's third play

winning second prize in

LWT new plays competi-

tion this year, this is its world

premiere.

In the spirit of Aristophanes, the political farce exposes the public deceivers amongst us," claims a regrettably dull programme essay by Julian Wolford.

But dramatists can be as eco-

nomic with the truth as politi-

cians and civil servants.

Plays do not expose, they merely portray. Were Euripi-

des and Socrates "exposed" as

public deceivers" just because

Aristophanes lampooned them?

Alastair Macaulay

Have your FT hand delivered

at no extra charge, if you work in

MILANO — Centro Città

ROMA — Centro Storico, Eur, Parioli

TORINO — Centro Città

For full details, please contact

INTERCONTINENTAL S.r.l., MILANO

Tel: (02) 688 7041

Tlx: 330467

Fax: (02) 688 1667

Paris

Ensemble Orchestral de Paris.

Schubert, Schumann, Lee,

Strauss, Debussy (Tue). Auditorium des Halles (40262263).

Isaac Stern (violin), Yo Yo Ma (cello), Emanuel Ax (piano).

Brahms, Shostakovich, Bee-

thoven (Thur). Chatelet (40262263).

Le National de Lille and

Staatsoper Berlin under Jean-Claude Casadesus with Montserrat Caballe, Gerard Garino, Jose Van Dam, Berlin (Thur). Théâtre des Champs Elysées (47203827).

Orchestre National de France, Radio France Choir conducted by Lorin Maazel. Verdi, Tchaikovsky (Thur). Salle Pleyel (45688783).

Some business travellers

will change neither hotel nor newspaper. That's

why they are particularly happy to find complimentary copies of the Financial Times at the following hotels in Strasbourg: Les Rohan, Le Grand

Hôtel, Hotel Métropole, Hôtel Continental, Hotel Hilton International.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Some business travellers

will change neither hotel nor newspaper. That's

why they are particularly happy to find complimentary copies of the Financial Times at the following hotels in Strasbourg: Les Rohan, Le Grand

Hôtel, Hotel Métropole, Hôtel Continental, Hotel Hilton International.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Some business travellers

will change neither hotel nor newspaper. That's

why they are particularly happy to find complimentary copies of the Financial Times at the following hotels in Strasbourg: Les Rohan, Le Grand

Hôtel, Hotel Métropole, Hôtel Continental, Hotel Hilton International.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Some business travellers

will change neither hotel nor newspaper. That's

why they are particularly happy to find complimentary copies of the Financial Times at the following hotels in Strasbourg: Les Rohan, Le Grand

Hôtel, Hotel Métropole, Hôtel Continental, Hotel Hilton International.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Some business travellers

will change neither hotel nor newspaper. That's

why they are particularly happy to find complimentary copies of the Financial Times at the following hotels in Strasbourg: Les Rohan, Le Grand

Hôtel, Hotel Métropole, Hôtel Continental, Hotel Hilton International.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Some business travellers

will change neither hotel nor newspaper. That's

why they are particularly happy to find complimentary copies of the Financial Times at the following hotels in Strasbourg: Les Rohan, Le Grand

Hôtel, Hotel Métropole, Hôtel Continental, Hotel Hilton International.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Some business travellers

will change neither hotel nor newspaper. That's

why they are particularly happy to find complimentary copies of the Financial Times at the following hotels in Strasbourg: Les Rohan, Le Grand

Hôtel, Hotel Métropole, Hôtel Continental, Hotel Hilton International.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Some business travellers

will change neither

# FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9Hc  
Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Monday June 4 1990

## The Germans will decide

**T**HE fuss made about a bilateral summit between the leaders of the US and the Soviet Union is beginning to look rather artificial. The meeting which ended yesterday, though important, was only one in a crowded diplomatic calendar for both participants. It marks a stage, but only a stage, in a drama which now has many actors.

The two presidents had already proclaimed the cold war at an end when they met in Malta six months ago. Much of the business they transacted this time was essentially concerned with translating that statement into practical detail. Even so, it was incomplete. Several issues have still to be resolved before a strategic arms reduction treaty can be signed. More significant perhaps, are the caveats expressed by the US side about the commercial treaty which Mr Baker said would not be sent to the Senate for ratification until the Soviet Union has passed a law guaranteeing free emigration, and which in any case is most unlikely to be ratified while Moscow is still applying economic sanctions to Lithuania.

What this means, in effect, is that the Soviet Union is still on probation. No one now disputes that under Mr Gorbachev there has been a spectacular transformation not only of its foreign policy but also of the way it treats its own citizens. But before doing away with all the paraphernalia of cold war the US wishes to be assured that this transformation is complete and irreversible. So long as the Soviet Union treats emigration as a privilege to be granted or withheld by the state rather than a legal right, and so long as it insists on the legalisation of Baltic nationalities, it will not be a state with which the US feels able to maintain entirely normal and friendly relations.

### Very survival

Some may argue that it is absurd to quibble over such points, which but for Mr Gorbachev would not even be on the agenda, when his very survival in power appears to be at stake. But it is dangerous to personalised international relations to that extent. Whatever degree of gratitude, admiration or sympathy the West may feel towards Mr Gorbachev, it is not with him personally but with the Soviet Union and its component peoples that relations have to be conducted. If those peoples decide to maintain their union under his lead-

gone through smoothly. Dr Owen might have become the leader of a formidable new force in centre-party politics. His decision to maintain a rump SDP ruined this opportunity for both himself and the Social and Liberal Democrats, as the new mainstream socialist democratic party was eventually named. Voters turned away from both Tweedie and Tweedie, leaving the field open for Labour, which has reshaped itself into both a social democratic party and, if the opinion polls are to be believed, a credible alternative Government. One of the few remaining points of principle that divides Labour from both the Liberal Democrats and the now defunct SDP is over the electoral system. The cruel truth is that at the end Dr Owen's SDP was so low in the polls that under, say, the West German system, it would not have scored the 5 per cent of votes necessary to qualify for additional seats in the Bundestag.

### Labour's conversion

The true social democrats are now Labour and the merged SDP. Historians may award Dr Owen a chapter for his contribution to the political turbulence that brought this situation about, but it is at least arguable that Labour's conversion was forced by Mrs Margaret Thatcher rather than its own socialists, while the Liberal Democrats have been hindered rather than helped by the continued existence of the SDP.

For although Dr Owen has written himself out of the story, it is not yet over. The Liberal Democrats under Mr Paddy Ashdown, freed of the need to wipe out the SDP, may enjoy a resurgence of their own. Labour therefore has to fight to consolidate its support in the centre. There is talk of Dr Owen joining one of these competing social democratic parties, but his track record suggests that he would be a loose cannon on either deck.

### Resulting schism

The fortunes of the SDP subsequently became inextricably bound up with the personality of its new leader, with ultimately disastrous consequences. For Dr Owen was unable to disguise his contempt for the Liberal Party, even when it fought in alliance with the SDP. The resulting schism no doubt contributed to the failure of the Alliance to snatch second place from Labour in the 1987 election, which it should have been able to achieve at a time when Labour's policies were still repugnant to many centre-ground voters.

*Job interview*

he recent tussle over the location of the future European Bank for Reconstruction and Development was remarkable for one complete absence of a German from the list of contenders. With London, the winner, the claimants were Paris and Frankfurt.

logic would have made Frankfurt an obvious and ideal choice: it is geographically and politically close to Europe, and much of the capital's revival of east Europe will come from German savers. Moreover, it has a strong claim to a new nation since it hosts no significant part of the EC.

Why did it not make a bid?

Reason given in Frankfurt is that German authorities thought the bank was unnecessary – damaging – because it would be the spur for private sector to become involved in the economy stood back. Whether or not this is the correct attitude, the fact that the EBRD will be going elsewhere has now prompted feelings of anger in Frankfurt. It was a minor administrative official incident sheds an interesting light on the uncertainties that face Frankfurt amid all the changes that are sweeping through both east and west Europe. As any visitor to the city of the Main quickly discovers, what it wants to become a financial centre. But when it comes down to hard decisions there is an ambiguity and that is absent from more centres like London and Paris. It is all in keeping with the paradox of a city that has never measured up to its potential.

The question now is whether Frankfurt's time might have come. In spite of the decision, will the growth of Europe shift Europe's centre of gravity away from London's traditional dominance in Frankfurt's direction?

**German authorities**  
greet the new bank  
unnecessary because  
it could remove the spur  
of private sector banks  
involved in the economy  
So they stood back

Are intriguing still, will Frankfurt be the back of the end of Deutsche Mark to become one of a future European central Eurodollar?

is certainly the hope and action. Dr Karl Thomas, the head of the Frankfurt-based bank of Hesse, says: "As activity moves towards the east, the economic and financial weight of Frankfurt will grow. The natural consequence would be to make central decisions and operations from here. But these are early days, must be a long-term decision."

So far, the central bank has invested

The European Bank for Reconstruction and Development has gone to London. David Lascelles on Frankfurt's loss

## A city whose time has yet to come



The case for Frankfurt's future is strongly predicated on the power of the German economy, its currency and its thrifty population, as well as on the Bundesbank's dominant influence over the D-mark bloc

heavily in clearing systems which would enable it to become the hub of a future EC monetary union.

Bankers also stress that the traditionally underdeveloped German securities markets have now been expanded and modernised. The value of the combined German stock markets has doubled from 2.5 per cent to 5 per cent of world market capitalisation over the past two years, though this is partly because of the decline in the Japanese market. The new mayor of Frankfurt, Mr Volker Hauff, has been banging the municipal drum with vigour, much is made of Frankfurt's international outlook, and of the huge sums that have been spent on the city's airport.

In particular, people are keen to point up the error of foreign perception of Frankfurt as a market still dominated by a cartel of the big banks – as a place where power and influence are exerted in private board rooms rather than in the open market place. "People abroad have got to recognise that there have been big changes here," says Mr Gunter Remelt, the former Finance Minister of Berlin who now heads Citibank's German operations.

But a big difference – for good or ill – remains between London and Frankfurt. Where London's position owes little to the strength of the local economy, let alone its national currency or savings rate, but a lot to its readiness to act as host to international institutions and markets, the opposite tends to be true in Germany.

The case for Frankfurt's future is strongly predicated on the power of the German economy, its currency and its thrifty population, as well as on the Bundesbank's dominant influence over the D-mark bloc.

This attitude finds fertile ground in Frankfurt because it suits both the commercial banking sector and the authorities. Although large banks such as Deutsche Bank are expanding abroad quite rapidly, there still seems to be a reluctance to throw the domestic market open to the extent required to make Frankfurt truly international. This is reflected in the frustration of foreign bankers who describe Germany as the toughest EC market to penetrate.

By the same token, the German financial authorities view the future as one in which they will play a crucial role rather than one in which the tides of international finance will wash freely through the markets. One Frankfurt banker noted as a sign of growing Bundesbank assertiveness the fact that Mr Karl Otto Pöhl, its president, recently delivered a speech in Paris in German, rather than French or English as is his wont when abroad.

There is a lingering tendency, as well, among the financial authorities to impose regulations without regard to their wider impact. The Banking Office recently proposed new capital rules that were stiffer than those applied in other countries. These provoked a sharp debate at the Bundesbank, but were eventually approved as necessary to the sound workings of the banking system even though they will handicap German banks. "I don't think London would impose such self-restrictions on itself," said a Bundesbank Council member who voted against them.

The International Monetary Fund also warned in a report last month that Germany would suffer long-term effects from last year's temporary imposition of a withholding tax on bond interest. This was introduced by Bonn over the head of the Bundesbank and prompted German investors to channel their funds offshore instead, where the IMF now expects them to stay.

It was a further example of the inconsistencies which hamper Frankfurt's growth. Some bankers put it down to the deep-rooted unwillingness of banks in Germany, and the reluctance of government to be seen to be acting too obviously to their interests.

"We have a strong economy here, and big costs. But these are not essential for a successful international centre," says Mr Ralf-Joachim Götz of the Institute for Capital Market Research who is preparing a comparative study of Frankfurt, London and Paris. "What you need is an international attitude, skills, flexibility and innovation." He believes that

Frankfurt has good long-term prospects, but will remain a satellite of London.

But if Frankfurt has to battle against the odds, it may also be too early to make any assumptions about the impact of east Europe on its future. Regardless of how the EBRD influences where east European financing is actually done, many German bankers are cautious about the prospects for themselves. After last year's euphoria, they now seem daunted by the size and complexity of the task ahead.

It will be a "miracle" if a single East German company, for example, is in a fit state to be floated on the stock exchange, according to Dr Eberhard Weiershäuser, managing partner of Schröder Münchmeyer Hengst, the Frankfurt investment bank owned by Lloyd's Bank and a member of the committee advising the East German Government on financial reform.

Bankers also expect east Europe to make a large claim on their time and resources without yielding much in the way of profits, at least in the near term. In approaching East Germany, Deutsche Bank has been careful to position itself so that it can tap the newly created D-mark deposit base without having to assume that East Germany will be a success.

A much clearer ambition in Frankfurt is to be selected as the location for the Eurodollar. After the EBRD incident, there is a strong realisation that the city's natural claims may not be sufficient to clinch the prize without vigorous political lobbying as well.

Among the arguments being put forward are the fact that Frankfurt alone of the main contenders (the others being Paris and London) is separate from its country's political capital, a status which reinforces its independence. But for this reason, the Bundesbank is also preparing to fight any move by a reunited Germany to shift it to Berlin where West German law says it must ultimately reside.

**Frankfurt's desire to be selected as the location for the Eurodollar is so strong that the choice of an alternative city would be viewed as little short of a disaster**

Frankfurt's desire for the Eurodollar is so strong that the choice of an alternative location would be viewed as little short of a disaster. But the city will have to reckon not merely with the claims of competing centres, but also with the danger that a Frankfurt-based Eurodollar would signal only too clearly Germany's dominance of Europe, west and east. Because of this, some people would not be surprised to see the Eurodollar end up in a compromise location, such as Luxembourg or Amsterdam, in which case Frankfurt would have to build on its more traditional strengths.

## LOMBARD

### A vote against Thatcherism

By Michael Prowse

he Institute of Economic Affairs today publishes the results of a survey of the opinions of 1,000 academic, business and government economists. The survey, the biggest ever undertaken, must make extremely depressing reading for Ralph Harris, Arthur Seldon and other IEA luminaries whose free market ideas have supposedly triumphed in the past decade.

What accounts for the "anti-market" tone of the survey response? One contributory factor could be the nature of economics courses at British universities. Typically, considerable emphasis is laid on mathematical and statistical skills but little effort is made to embed economic ideas in a broader political and philosophical framework. Economists rapidly learn that the mathematical conditions necessary to prove the efficiency of markets do not hold in the real world. Indeed, if there is any distortion anywhere in an economy, then it is logically impossible to prove that removing other distortions will serve any purpose.

If hence becomes possible to be a proficient technical economist yet be wholly opposed to the practical application of market forces. The rise of mathematics and the divorce of economics from related subjects thus leads to paradoxes such as the lecturer who grinds away all day at equations that flow, ultimately, from Adam Smith, yet happily spends his evenings selling Socialist Worker. Such schizophrenia is encouraged by the fact that most academic economists who form the bulk of the IEA sample have no personal experience of market forces or the business world.

It is important to understand why and when markets are likely to fail. But if post-war British economists had put as much effort into analysing the possible flaws in government programmes and non-market solutions, the results of the IEA survey might have been rather different. To prove that markets fail is not to prove that anything else succeeds better. If the 1,000 economists spent 1,000 days attempting to run small businesses they would probably end up as pro-market and anti-government as Lord Young. The sad truth is that most of us are unthinking products of our environments.

\* *British Economic Opinion, £2.50 from IEA, 2 Lord North Street, SW1.*

## Every year 2,500 executives

from 90 countries pass through IMD to sharpen their perception of tomorrow's realities.



highly-regarded one-year MBA course.

In addition, IMD also develops industry consortia and special programs for individual companies – a partnership with industry that reflects our practice-oriented approach to learning.

Over 90 companies from around the world are members of our Business Associate network. They are stakeholders in the management of tomorrow. No wonder more international executives pass through IMD than any other management institute in Europe today.



*A New School of Thought*

For a copy of our brochure write or call Marie-Dominique Calcio, or Anita Renaud, Room 201, International Institute for Management Development (IMD), P.O. Box 915, 1001 Lausanne, Switzerland. Tel: +41 21 6180111. Fax: +41 21 266725. Tel: 455871.

## Atcherism in Poland

Professor Meghnad Desai

Mr Stanislaw Gomulka led ("Polish moves than IMF demanded,"

as saying that Poland done even the International Monetary Fund's strict deflating the economy, did not know him well, I say he almost sounded

at the prospect of Pol

tional income falling by

1.5 per cent compared to

1985, have been here before,

but have been here before,

is implementing a privatis

ation programme and is

the experience the UK

had a gross national

decline of 4 per cent,

test record, in 1980,

which it took us four

years to catch up to the level of

so-wrecked manufac

turing that it took eight years

up to the 1979 level of

One can only hope that Poland suffers less from imported Thatcherism. Even if the economy grows at 7 per cent per annum from 1982 (how much will national income decline by during 1991?), it will not be until 1995 that the income level of 1988 will be regained.

One fears that Polish manufac

turing industry will be

made leaner and fitter and

smaller and will probably be

taken over by foreigners. So

Poland can look forward to

exporting agricultural and

semi-manufactured goods –

back where it belonged in the earlier half of this century.

Will it also "enjoy" in 10

years' time a balance of trade deficit, high real interest rates and rising inflation as we are doing?

Meghnad Desai,

London School of Economics,

Houghton Street, WC2

## The people who make decisions

From Mr Dave Hibbert.

Sir, Messrs Hartley, Hooper and Wiseman (Letters, May 30)

refer to what they consider to be "confusion running through the debate over markets and government."

They are entitled to their view that markets and government are valuable inventions. They are most certainly correct in their statement that "... both are means to an end" and that neither market nor government decides what is efficient or socially desirable. However, they then add to any previous confusion by stating that "people" make these decisions and by subsequently changing their stance by saying that "the people," if dissatisfied, can change the institutional framework or the choices they make within it.

My understanding of "people" is "individuals." My understanding of "the people" is the population, the consumers

or the electorate.

Since when did "the people" affect the distribution of wealth? Since when did "the people" have any real effect upon the standard of state education? Since when did "the people" have the opportunity to influence property rights in the environment? When last did "supersede demand" if the role of parliament is not to make decisions but simply to monitor those who do, since when did "the people" have any control over the establishment?

Most certainly "people," a very few "people," make the important decisions in our society, but most definitely "the people" do not.

Dave Hibbert,

Chairperson,

Centre for the unemployed,

Perth House,

Perth Street,

Oldham, Lancashire

## Call for urgency in privatisation of the coal industry

J.C.H. Rhys-Burges

One continued state com

mittee Coal commented

Maurice Samuelson

clouds threaten coal-

success." May 23) is

an unacceptable anach

on in the light of the Gov

's privatisation pro

gramme as a whole.

ve to the proposal to dis

British Coal en bloc is

misconceived. The

industry generally,

coal industry in partic

s surely, been highly

im of privatisation

to further emascu

late the NUM and this would be more easily accomplished by the piecemeal dismemberment of British Coal, rather than by its preservation as a large corpora

tion which could be taken back into public ownership.

To be viable, because of its

high sulphur content, British Coal needs to be at least 25 per

tonne cheaper than imported

coal, and is in fact twice as

dear. Little wonder therefore,

that National Power's com

mmercial director has observed that he is unsure whether British

Coal has any future.

The delay in

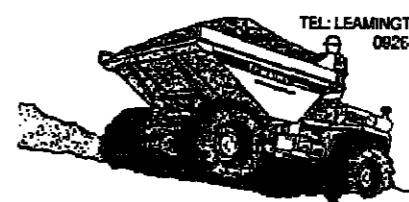


# FINANCIAL TIMES COMPANIES & MARKETS

Monday June 4 1990

17

TEL: LEAMINGTON SPA  
0926 422471



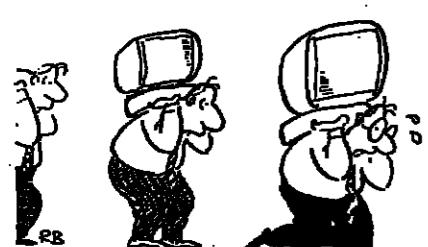
**Thwaites**  
THE NO.1 IN DUMPERS

IDE

## Living through the detection clause

day, Hartwell, the UK motor distributor in Oxford, capitulation to a £172.5m come bid from the Saudi Arabian Jameson. The move put a dent in the held argument that motor manufacturers protect from hostile takeover the groups of their cars. And by next summer, when Monopolies and Mergers Commission's on the franchised dealership system, protection theories may be laid to rest, writes Jane Fuller. Page 22

## computer burden



A court computer which was supposed to monitor for parking violations, instead sent out allegations of prostitution, living off immoral earnings and manslaughter. Such errors much embarrassment. But for managers the introduction of new computer is other unforeseen consequences lie in store. Page 34

## ages on the MGM lot

His name is Giancarlo Parretti and he is – at least under Italian law and unless an appeal changes his circumstances – a convicted felon who in April was sentenced in Naples to nearly four years in prison on charges of fraudulent bankruptcy. However, in just three days time he is set to control of Metro-Goldwyn-Mayer/United, the legendary Hollywood film and television studio. Alan Friedman reports. Page 20

## t Statistics

	1989	1990
turnover	29 Money markets	28
Indices	19 New int'l bond issues	21
bond svcs	20 NRI Tokyo bond index	21
changes	24 Traditional options	25
ext issues	25 US money market rates	18
int'l services	25 US bond yields/rates	18
and services	20-31 World stock int'l indices	24

## unies in this section

	1989	1990
gold	20 Mecca Leisure	22
entral	21 Mitsubishi Heavy	21
rica	20 Mitsubishi Kasei	21
rp Holdings	23 Mitsubishi Petrochem	21
ss Holdings	21 Mitsui Petrochem	21
spano Sulza	20 Nippon Toatsu Chemi	20
spano Sulza	20 Natl Bancshares Texas	20
Paul Y. Ind.	20 Nynex	21
ima-Harima	21 Rank Organisation	18
ld Invests	22 Tamco	20

## omics Notebook

## ECD's new lease of life

Organisation for Economic Cooperation and Development (OECD) has new lease on life.

Now over farm production grabbed the headlines from the 24th of industrialised countries, the OECD itself quietly from the talks sharper profile.

Its final communiqué to a detailed programme for the organisation as well as a general about the current economic policy of the member states.

ECD will be kept busy months ahead, preparing issues such as punctuality, the encouragement of private sector savings of agricultural importance, the on was recognised as a forum for policy between the industrialised countries on the one hand and the emerging market economies of eastern Europe.

Policy dialogue has gained in importance as Western countries have recognised that the eastern European countries need more than financial assistance if they are to be successfully linked to the international economy.

Britain last week proposed a series of international conferences to share Western experiences of economic reform with the Soviet Union and eastern Europe.

But exchange of experiences may turn out to be more useful at less elevated levels. Earlier this year, for example, Poland sought help in drawing up a new competition law. National experts from the OECD's 24 member countries met in the organisation's Paris headquarters and told the Poles of their own successes and failures and so helped shape the Polish legislation.

The OECD is involved because it has a strong body of in-house expertise and long experience of running international committees.

But Mr Jean-Claude Paye, the OECD's Secretary General, appears refreshingly free of ambitions to be an empire builder.

Recognising that much could be done away from OECD's Paris headquarters, he has proposed the creation of an agency to help eastern Europe that would be akin to the post Second World War European

Productivity Agency. That transferred know-how from the US to the shattered countries of Europe by seconding individual experts to tackle specific problems on the spot or by taking Europeans to the US to be trained in the latest methods of production.

None the less, the growing importance of information exchange has given the OECD a new sense of purpose. For a time, the 25-year-old organisation had seemed to lack a clear role in the face of the broad international consensus over how to run modern economies that has emerged in recent years.

Charged with stimulating economic progress and world trade, the OECD steadily increased its influence in the field of monetary and economic policy in the 1980s and 1990s. At the 1980s dawned the OECD faced an identity crisis. What role could it have if all countries agreed that monetary policy – the preserve of the central banks – should play the main part in the battle against inflation?

One answer was for the organisation to focus more on micro-economic problems, pinpointing mistakes and structural rigidities that impeded growth.

That expertise can now be used in eastern Europe and elsewhere. Its value can be judged by the fact that non-member countries are seeking to join the OECD.

Yugoslavia, which has had associate status with the OECD for many years, asked to become a full member last week.

South Korea has been considering whether to apply, while Czechoslovakia said in January that it wanted to become a member.

Other notable events and statistics, with consensus forecasts from MMS in brackets, include:

Today: Whitsum Bank holiday – most European markets closed apart from Spain, UK

Peter Norman

Productivity Agency. That transferred know-how from the US to the shattered countries of Europe by seconding individual experts to tackle specific problems on the spot or by taking Europeans to the US to be trained in the latest methods of production.

None the less, the growing importance of information exchange has given the OECD a new sense of purpose. For a time, the 25-year-old organisation had seemed to lack a clear role in the face of the broad international consensus over how to run modern economies that has emerged in recent years.

Charged with stimulating economic progress and world trade, the OECD steadily increased its influence in the field of monetary and economic policy in the 1980s and 1990s. At the 1980s dawned the OECD faced an identity crisis. What role could it have if all countries agreed that monetary policy – the preserve of the central banks – should play the main part in the battle against inflation?

One answer was for the organisation to focus more on micro-economic problems, pinpointing mistakes and structural rigidities that impeded growth.

That expertise can now be used in eastern Europe and elsewhere. Its value can be judged by the fact that non-member countries are seeking to join the OECD.

Yugoslavia, which has had associate status with the OECD for many years, asked to become a full member last week.

South Korea has been considering whether to apply, while Czechoslovakia said in January that it wanted to become a member.

Other notable events and statistics, with consensus forecasts from MMS in brackets, include:

Today: Whitsum Bank holiday – most European markets closed apart from Spain, UK

Peter Norman

Productivity Agency. That transferred know-how from the US to the shattered countries of Europe by seconding individual experts to tackle specific problems on the spot or by taking Europeans to the US to be trained in the latest methods of production.

None the less, the growing importance of information exchange has given the OECD a new sense of purpose. For a time, the 25-year-old organisation had seemed to lack a clear role in the face of the broad international consensus over how to run modern economies that has emerged in recent years.

Charged with stimulating economic progress and world trade, the OECD steadily increased its influence in the field of monetary and economic policy in the 1980s and 1990s. At the 1980s dawned the OECD faced an identity crisis. What role could it have if all countries agreed that monetary policy – the preserve of the central banks – should play the main part in the battle against inflation?

One answer was for the organisation to focus more on micro-economic problems, pinpointing mistakes and structural rigidities that impeded growth.

That expertise can now be used in eastern Europe and elsewhere. Its value can be judged by the fact that non-member countries are seeking to join the OECD.

Yugoslavia, which has had associate status with the OECD for many years, asked to become a full member last week.

South Korea has been considering whether to apply, while Czechoslovakia said in January that it wanted to become a member.

Other notable events and statistics, with consensus forecasts from MMS in brackets, include:

Today: Whitsum Bank holiday – most European markets closed apart from Spain, UK

Peter Norman

## A spread to match tastes

Clay Harris looks at the strategy behind CPC's purchase of Marmite, Bovril and Ambrosia

Marmite and Bovril in US ownership? It seemed unthinkable. Not since BSN of France bought HP Sauce and Lea & Perrins had Britain's culinary patrimony faced such a blow. Next, foreigners would be swallowing up English brands like Frank Cooper marmalade and Brown & Polson cornflakes.

Such fears were years too late – five decades in the case of Brown & Polson. Both it and Frank Cooper were already owned by CPC International, the US food group which paid £157m (£251m) in April for the yeasty Marmite spread, its beefy stablemate Bovril and the Ambrosia range of rice pudding and similar day-dream deserts.

The latest acquisitions from SmithKline Beecham brought CPC's annual sales in Europe to \$2bn, some 46 per cent of its worldwide total. With a large Latin American side, CPC is alone among US food groups in its size in relying on external operations for more sales and profits than its domestic business.

CPC Europe Consumer Foods betrays little sign of its ultimate parentage. In the 25 years since a European headquarters was established in Brussels, three presidents have been German: Mr Ronald Moss, the incumbent since 1987, is British. Its vice chairmen are French, Italian, British, German and American.

So what is CPC to do with its new quintessentially British brands? Are Marmite "soldiers" to be sent marching into continental Europe and across the Atlantic? Hardly, says Mr Moss.

The reason for this decision throws light on CPC's carefully

developed product strategy in Europe and explains why pundits who interpreted the Marmite-Bovril-Ambrosia deal as just another expensive chase after brands were jumping to conclusions.

The primary importance of the Marmite deal was to strengthen CPC's position in the UK. "It gives us good volume and three brand leaders with 100 per cent penetration," says Mr Moss.

The Marmite taste may be adapted to a more widely palatable form, still under wraps and probably not yet finally determined. But such a product is unlikely to be sold under the Marmite brand outside Britain.

If CPC sells the same product under different names from country to country, what appears to be common brand may hide subtle and often subtle differences, says Mr Moss.

Take Knorr, for instance. "At one point in our history, we were very proud that we sold 16 varieties of tomato soup," one for each of its European markets, he says. "In the UK, for example, it has to be orange and it has to be caramelised. Nowhere else in Europe do you get such a soup."

Brand deployment is selective in yet another way. Hellman's mayonnaise is not sold in France or West Germany, for example, because the markets are not suitable. Yet the brand has been applied elsewhere to new products

to exploit local conditions: there is Hellman's creamy salad dressing in the UK, Hellman's ketchup in Spain and Hellman's mustard in Greece and Spain.

CPC has spent \$500m on acquisitions in Europe since 1986. Its ideal targets have strong brand or market positions and are in strategic product areas. Multinationals of selling them widely across Europe are positive factors, but are not essential.

Mr Moss argues that moves towards "European" products can move no faster than consumer tastes. The same principle applies to the organisation of the business.

"We describe ourselves as possibly the most decentralised food company in the world," says Mr Moss. "We look for entrepreneurs to run our business."

At CPC, at one time, each country made all products for its own market. "We're starting to look at it very differently now. But this is one case where rationalisation is not a euphemism for the axe," Mr Moss suggests. "We do not foresee plant closures – it's one of the benefits you get from a growth strategy – but we are changing to greater specialisation: more focused plants rather than one plant producing a total range."

This is sometimes approached by a European scale; CPC plans to consolidate manufacture of

one product from nine factories to three, with the freed capacity to be allocated to other work.

There is also some regional rationalisation. Spain now makes all the mayonnaise for the Iberian peninsula, while Portugal supplies most of the Knorr products. CPC is building its first European scale plant at Duppigheim in France for the aseptic packaging of soups and sauces.

In 1987, CPC adopted a European strategic plan of "faster profitable growth". Since then operating margins have been stable at about 10 per cent, a level which Mr Moss says is comfortable for now. "We concentrate on



increasing absolute profit rather than profitability. Without growth, we can't effectively compete." In its market, CPC faces the likes of Nestle, Unilever and BSN, the smallest of which has European food sales three times as large as those of CPC.

It is a far cry from the nursery, where tastes for Marmite or peanut butter are acquired. CPC has assessed and dismissed the possibility of creating a larger market for peanut butter in Europe. But be warned: Mr Moss claims to like Marmite and peanut butter together on toast. Multinational taste threatens to go a doorstep too far.



Anatole Kaletsky  
in MOSCOW

"monetary overhang" and pricing to take care of themselves. The contrast between the two programmes is clearly pregnant with political significance. What is less widely recognised is its resemblance to the conflict between "supply siders" and fiscal conservatives in the West.

Essentially, it seems that last month's economic plan was the last gasp of the "centre-right" coalition which Gorbachev had formed with the party traditionalists in order to co-opt them into the process of reform. With the right now in a "blind alley", Gorbachev should shift towards a coalition with the pro-market "left".

This "centre-left" coalition will back a much more radical programme of private enterprise and market incentives, leaving the

changes in property, enterprise and monopoly laws. Meanwhile, the present debate will probably shift the balance of power between the pro-market radicals and the old-line technocrats represented by Ryzhkov decisively in favour of the former.

This was the overwhelming impression gleaned from numerous conversations with Gorbachev's closest economic advisers – discussions which would have been amazing for their frankness had they taken place in the White House or Great George Street but took on a dreamlike atmosphere in the inner sanctum of Moscow's Communist Central Committee headquarters on Old Square.

Essentially, it seems that last month's economic plan was the last gasp of the "centre-right" coalition which Gorbachev had formed with the party traditionalists in order to co-opt them into the process of reform. With the right now in a "blind alley", Gorbachev should shift towards a coalition with the pro-market "left".

Could just be that the Soviet economy today, with its immense resources, its stifled entrepreneurs and modest foreign borrowings, would represent a perfect case for the "irresponsible" supply-side treatment. Perhaps Mr Gorbachev should thank western governments for their refusal to admit his country into the International Monetary Fund.

## Introducing an irresistible

13.75% mortgage.

(As you'll see from

the prose, there

## INTERNATIONAL CAPITAL MARKETS

## SOVEREIGN RISK LENDING

**Bank launches court action on N Korea**

COURT action has been started against North Korea, which has paid no interest on loans to foreign creditor banks for six years. The suit, from a single so-far unnamed bank, is likely to be a prelude to a number of actions. A steering committee of four banks, which has for two years recommended that banks refrain from legal action, is expected shortly to lift this recommendation.

According to a telex from the steering committee to over 100 bank lenders last month: "The North Korean government banks have not responded to repeated attempts to start negotiations. The debt is clearly not a priority matter for them. The committee considers the commencement of legal action in diverse jurisdictions inevitable."

The loans, denominated in Swiss francs and D-Marks, were made by four syndicates of banks in the 1970s, led by ANZ, Morgan Grenfell, Ost-West Handelsbank and Hessische Landesbank. Principal outstanding interest now total SF701.4m and DM1.07bn, making a total of \$1.18bn. Three of the loans, covering the bulk of the debt, are governed by English law and the other by Swiss law.

The majority was formally called into default in August 1987, a move which cleared the way for court action. A debt forgiveness plan, which would have meant the consolidation of the loans under the name of the Korea Daesong Bank and creditors receiving 30 per cent of what they owed, was put to the banks two years ago. It proved a divisive issue: a majority of banks led by ANZ

**EUROMARKET TURNOVER (\$M)**

Primary Market	Amount	Days	FIR	Other
USS	Scratches	0.0	40.0	14,409.7
Prev	204.0	40.0	130.0	13,631.8
Other	775.0	40.0	130.0	2,476.8
Prev	1,627.3	9.0	679.5	4,746.6
Secondary Market				
USS	16,233.2	835.0	4,625.6	8,670.4
Prev	18,020.1	957.0	6,637.6	8,825.6
Other	7,752.0	1,111.0	3,321.0	3,321.0
Prev	19,936.5	1,704.9	3,748.0	44,754.3
Week to May 31, 1990				

Source: AIBD

Stephen Fidler

## INTERNATIONAL BONDS

**Eurobonds may begin to look like a niche business**

THE growth of global and international bond issues, highlighted recently by deals for Belgium and ESOP Finance Trust, has led to a need to reassess the outlook for the Eurobond market. Does the global structure signal the end for the individual market?

In recent years there has been a move away from Eurobonds in their classical definition as bearer instruments tailored for retail investors as a tax dodge. One syndicate manager remarks: "Eurobond is an out-dated name; we should be looking for something else."

The increasing institutionalisation of the market has been the driving force behind the issuance of international traded bonds in commonly accepted form. It has been accompanied by new methods of valuation, more complex instruments and the growth of spread analysis.

This is clearly evident in once-retail currency sectors of the Eurobond market like Ecu and Canadian dollars, which are now split evenly between retail and institutional demand. The growth in the

number of houses active in these sectors is one obvious marker.

But the growth of the global format has raised important questions about what classifies as a Eurobond. At one level, classification simply dictates which issues qualify for business league tables and helps determine the business profiles of individual houses.

In addition, however, it potentially undermines the traditional advantages of the Euromarket. There remains a significant non-US market for bearer bonds. Global bonds and paper distributed in the US under Rule 144a have to be registered securities.

Many European governments are now looking at ways of exploiting the institutionalisation described above to reduce the tax-dodging advantages of Eurobonds. They are thought to be planning issues of registered securities available for global subscription.

For investors and underwriters alike, the proliferation of different types of international securities is creating problems of information assimilation.

Investors have to compare securities to know what to buy, but some recent international issues have not been thoroughly considered by the market.

For example, last week's ESOP Finance Trust deal was compared variously with US Treasuries, stand-alone Exxon bonds and similar asset-backed issues like the recent Citicorp credit card bond.

Syndicate managers have noticed a pronounced tiering, with the Eurobond market dividing into houses concentrating on their individual strengths. Thus, relatively few entities are competing in the truly international, mainly dollar-based business.

The majority of houses has been forced to specialise in a diminishing number of retail currencies blocs with the emphasis increasingly on domestic markets. If anything, these mainly retail, bearer bond sectors will become more concentrated.

The big dollar houses say they are no longer invited into retail deals and argue that this suits them. "We don't have the back-up, or the cost structure

to sell retail paper. We're now doing institutional deals only," was one official's comment.

There is still some cross-over, with houses like Deutsche Bank, UBS Phillips & Drew and Credit Suisse First Boston retaining a retail capability. But in general there are now two Eurobond markets, one international and institutional, the other domestic and retail.

The tiering of the market has affected profitability. Niche business has tended to remain profitable. However, this year, profits have been sporadic.

The institutional, or global market has been rather less profitable. Extreme competition on pricing and commissions has limited returns. The big houses which want to play in the global market find themselves in a double bind, because they tend to be the same houses which dominate the US domestic market. The corporate market in the US consists of around 200 investing institutions motivated by their own cash flows and a macro-economic view of the

domestic scene. A handful of houses is marketing to these investors.

For a borrower, the logic for bringing a global deal or simply a non-US deal which can be distributed there but circumvents US reporting requirements, is to access a wider investor base in the hope of increased liquidity.

The coincidence of cheaper commissions on the Eurobond market makes the case look compelling. If the global form expands, it will inevitably be at the expense of the steady commissions earned by securities houses in the US domestic market. In other words, competition will close the gap between US and Euromarket entities.

This will mean the development of a non-global dollar market where low-rated borrowers pay a yield premium to tap demand from retail investors. The Eurobond market will also set the pace on bringing down fees in other domestic markets. As a result of the extraordinary deregulation of the late 1980s, investors will be increasingly tempted to access liberalised domestic markets.

There is a widespread realisation that securities have proved inefficient for taking and adjusting positions. Some analysts think in the 1990s investors will radically alter the structure of their portfolios.

They will hold a core of securities and use derivatives to implement their trading and investment strategies. This will make more efficient use of credit and reduce the risk of settlement failure.

A consequence of this is that secondary market trading of bonds will decline. The Eurobond business will then look truly like a niche business. It might not be long before it is recognised for what it is – an established international securities market which happens to be based in London.

Andrew Freeman

## NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
<b>FRENCH FRANCS</b>							
Cepine	200	2000	10	9½	101½	ISB Int.	9.17%
Lyonnais des Eaux	720	2010	20	9½	101.22	Deutsche Bk Cap.Mkt.	9.22%
Interfin. Cr. National	150	1991	9½	9½	98.275	Manufacturers Hanover	16.612
Hovetabank Nederland	25	1991	1	20	101	IBI Manufacturers	-
Nissan Int. Finance	50	1993	3	(e)	101½	Goldman Sachs Int.	9.285
Ecop Finance Trust	175	1995	5	9.35	100½	Nippon Credit Int.	8.67%
Nippon Credit Bank	130	2000	10	10	102	Merrill Lynch	-
Union Bank of Finland	200	2000	10	(o)	100	Merrill Lynch	-
Skopbank	100	2040	(p)	(p)	100	-	-
<b>AUSTRALIAN DOLLARS</b>							
Shell Australia	100	1993	3	15½	101½	Hambros Bank	14.43%
Council of Europe	50	1991	1	20	101½	Bankers Trust Int.	17.93%
McDonald's Rest. Canada	100	1995	5	15	101.68	Deutsche Bk Cap.Mkt.	14.513
State Bank St Australia	100	2000	10	14½	102	Hambros Bank	14.115
Finnish Export Credit	25	1991	1	25	101	Westpac Banking	24.752
Dresdner Int.Fin. Australia	75	1993	3	15½	102	Dresdner Bank	14.383
<b>NEW ZEALAND DOLLARS</b>							
ANZ Banking Group	50	1992	2	14	101.95	Fay, Richwhite	12.83%
<b>D-MARKS</b>							
Nacional Financiera	150	1995	5	11	100	Dresdner Bank	11.00%
Kyoto Co.	50	1994	4	9½	101½	Fiji Bank (Deutschland)	8.72%
<b>SWISS FRANCS</b>							
Asian Development Bank	150	2000	-	7½	102	UBS	6.62%
Austria Republic	150	2002	-	7½	101½	Credit Suisse	6.50%
Austria Republic	150	2005	-	7½	101½	Credit Suisse	6.961
Footwear Express Corp.	20	1995	-	7½	100½	Credit Suisse	7.888
<b>ECUs</b>							
New Zealand	300	1997	7	10½	100	UBS Phillips & Drew	10.82%
Oest. Kreditbank	150	1995	4.8	10½	102½	Pearlstar Capital Markets	-

a=Private placement, b=Variable rate notes, c=Convertible, d=Convertible with existing Eurobonds bond from July 2, issue price plus accrued interest, e=Put option, f=Offered at 100, g=Offered at 98.275, h=Offered at 98.275, i=Offered at 98.275, j=Offered at 98.275, k=Offered at 98.275, l=Offered at 98.275, m=Offered at 98.275, n=Offered at 98.275, o=Offered at 98.275, p=Offered at 98.275, q=Offered at 98.275, r=Offered at 98.275, s=Offered at 98.275, t=Offered at 98.275, u=Offered at 98.275, v=Offered at 98.275, w=Offered at 98.275, x=Offered at 98.275, y=Offered at 98.275, z=Offered at 98.275, aa=Offered at 98.275, bb=Offered at 98.275, cc=Offered at 98.275, dd=Offered at 98.275, ee=Offered at 98.275, ff=Offered at 98.275, gg=Offered at 98.275, hh=Offered at 98.275, ii=Offered at 98.275, jj=Offered at 98.275, kk=Offered at 98.275, ll=Offered at 98.275, mm=Offered at 98.275, nn=Offered at 98.275, oo=Offered at 98.275, pp=Offered at 98.275, qq=Offered at 98.275, rr=Offered at 98.275, ss=Offered at 98.275, tt=Offered at 98.275, uu=Offered at 98.275, vv=Offered at 98.275, ww=Offered at 98.275, xx=Offered at 98.275, yy=Offered at 98.275, zz=Offered at 98.275, aa=Offered at 98.275, bb=Offered at 98.275, cc=Offered at 98.275, dd=Offered at 98.275, ee=Offered at 98.275, ff=Offered at 98.275, gg=Offered at 98.275, hh=Offered at 98.275, ii=Offered at 98.275, jj=Offered at 98.275, kk=Offered at 98.275, ll=Offered at 98.275, mm=Offered at 98.275, nn=Offered at 98.275, oo=Offered at 98.275, pp=Offered at 98.275, qq=Offered at 98.275, rr=Offered at 98.275, ss=Offered at 98.275, tt=Offered at 98.275, uu=Offered at 98.275, vv=Offered at 98.275, ww=Offered at 98.275, xx=Offered at 98.275, yy=Offered at 98.275, zz=Offered at 98.275, aa=Offered at 98.275, bb=Offered at 98.275, cc=Offered at 98.275, dd=Offered at 98.275, ee=Offered at 98.275, ff=Offered at 98.275, gg=Offered at 98.275, hh=Offered at 98.275, ii=Offered at 98.275, jj=Offered at 98.275, kk=Offered at 98.275, ll=Offered at 98.275, mm=Offered at 98.275, nn=Offered at 98.275, oo=Offered at 98.275, pp=Offered at 98.275, qq=Offered at 98.275, rr=Offered at 98.275, ss=Offered at 98.275, tt=Offered at 98.275, uu=Offered at 98.275, vv=Offered at 98.275, ww=Offered at 98.275, xx=Offered at 98.275, yy=Offered at 98.275, zz=Offered at 98.275, aa=Offered at 98.275, bb=Offered at 98.275, cc=Offered at 98.275, dd=Offered at 98.275, ee=Offered at 98.275, ff=Offered at 98.275, gg=Offered at 98.275, hh=Offered at 98.275, ii=Offered at 98.275, jj=Offered at 98.275, kk=Offered at 98.275, ll=Offered at 98.275, mm=Offered at 98.275, nn=Offered at 98.275, oo=Offered at 98.275, pp=Offered at 98.275, qq=Offered at 98.275, rr=Offered at 98.275, ss=Offered at 98.275, tt=Offered at 98.275, uu=Offered at 98.275, vv=Offered at 98.275, ww=Offered at 98.275, xx=Offered at 98.275, yy=Offered at 98.275, zz=Offered at 98.275, aa=Offered at 98.275, bb=Offered at 98.275,

GILTS

## Market becomes a good European

**GILTS MARKET** has a good European but mixed benefits. A decisive change of sentiment about UK income securities has been fed by the belief that the will definitely enter the Single Rate Mechanism of European Monetary Sys-

t. Ironically, market-makers have been caught on the foot and have yet to see of the benefits of this. They may have further uses in store.

Bank of England is let to be known informally gilt-edged market-makers (Ms) made money in the quarter of this year, according to market partici-

This was before the but it is an important point. The market has through some lean years

Big Bang and has lost all market-makers and jobs within the survi-

other turning point is last month, when non-US dollars had their best perfor-

Since 1987, according to London's bond index, gilts are lists of gainers. They a return of \$3.8 per cent

sudden reversal of this

is only partly responsible for the problem which GEMMs in May.

principal reason for infla-

y and added volatility in

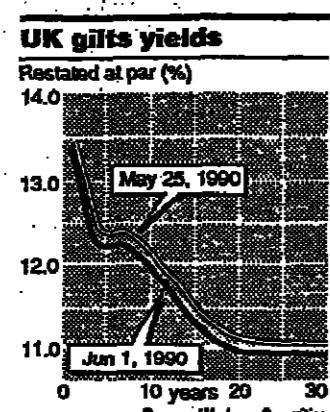
market is the lack of stock

derives from the Gov-

ernment's prolonged absti-

from funding and from

car's buy-in programme.



in terms of interest rates:

- Bolster the reserves and signal commitment to a firm exchange rate for the pound.

This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

nated increasingly in the dominant currency in the system. This would probably be the D-Mark."

The implication of this is that the pound would be left out in the cold.

The City could also find itself presiding over a rump of European bond and currency markets. For international investors, gilts might seem small fry compared with alternative European attractions.

"There are strong reasons, therefore, why most EC-member states should prefer monetary union based on a single currency to a multiple currency system," says Mr Lewis. This is his main argument for an ECU bond: it is a case of enlightened self-interest.

There are equally coherent and persuasive arguments against a single currency. They lie behind the UK Government's proposal for "Competing Currency" and also the follow-up proposal which is currently being prepared by the Treasury. The Bank also has strong views on EMU and they do not point in the direction of a single currency.

The idea of an ECU bond meets the verbal equivalent of a blank stare from the authorities at the moment. But the inter-governmental conference on monetary union is only months away. Those British politicians and financiers with an interest in the process are already making their voices heard; especially those with a foot in the ECU camp.

This idea has two main proponents in the City and, not surprisingly, both are associated with securities houses which have a strong presence in ECU markets.

Jim O'Neill of Swiss Bank Corporation has been kicking the idea around for some months.

He said the advantages of an ECU issue are fourfold:

- Provide cheaper financing

## INTERNATIONAL COMPANIES AND FINANCE

**Hafnia takes 10% of Baltica Holding**

**HAFNIA HOLDING**, the Danish insurance and investment group, has taken a stake of more than 10 per cent in Baltica Holding, its main rival in the Danish insurance market, Reuter reports.

Hafnia regards the stake as a financial investment, Mr Per Villum Hansen, managing director, said. Hafnia Holding already holds 11.3 per cent of the share capital of Baltica's biggest unit, Baltica Insurance.

Baltica Holding shares closed up Dkr1 at Dkr898 on Friday, off the day's high of Dkr907. The two groups vie for the leading position in the Danish insurance market.

Hafnia reported record group net profit of Dkr1.52bn (US\$236m) in 1989, with shareholders' equity of Dkr6.35bn and assets of Dkr57.4bn.

Baltica reported group net profit of Dkr9.5m in 1989 with shareholders' equity of Dkr10.57bn and assets of Dkr48.7bn.

Both groups have diversified from insurance into other financial services, and both have exchanged shareholdings with French insurance and banking groups. Baltica with Cie Financière de Suez and Hafnia with Cie Financière de Paribas.

**Hispano Suiza plans 10-for-one share split**

By Tom Burns in Madrid

**GRUPO HISPANO SUIZA**, a Spanish industrial holding company owned by large European institutional investors, is to recommend a 10-for-one share split that will reduce the nominal value of its shares to Pta50, the lowest on the Madrid bourse.

The move follows concern over the group's liquidity on the borsa where 8 per cent of its equity is traded at a price of around Pta17,000, making it one of the heaviest share prices on the Spanish market.

The split will increase the number of shares on the free float from 880,000 to 8.8m and could increase the share trading in the group.

**Consolidated Press agrees Bond Media recapitalisation**

By Our Financial Staff

**M**R KERRY Packer's Consolidated Press Holdings has clinched an agreement with Bond Media over a recapitalisation of the Bond Corporation unit, giving Mr Packer control of Australia's top-rated Channel Nine television network.

The recapitalisation, agreed at the weekend, involves a capital reconstruction of Bond Media's ordinary shares and the conversion of existing preference shares held by Consolidated Press into ordinary shares, Bond Media said.

Mr Packer, the former owner of Channel Nine, Bond Media's main asset, is owed A\$200m (US\$164m) and said he would wind up the company unless he was repaid.

Bond Media said the recapitalisation also involves a re-encouragement rights issue with the proceeds used to repay debt to Bell Resources.

Consolidated Press and Bond Corp will not take part in the rights offer.

The agreement is subject to the approval of a National Australia Bank-led syndicate of banks which is owed A\$367m.

**National Bancshares deal strengthens NCB base**

**NCB**, the US super-regional banking group, will strengthen its position as the leader in the Texas banking market with the purchase of troubled National Bancshares of Texas, Reuter reports.

NCNB bought nine of the troubled San Antonio-based company's 12 banks on Friday for \$59m, much lower than analysts' estimates. In return, NCNB picked up 24 banking locations and about \$2bn in assets. The Federal Deposit Insurance Corporation chipped in \$581m in assistance.

The transaction caps a whirlwind acquisition campaign which saw NCNB rise from zero presence in Texas two years ago to the state's largest bank with \$33bn in assets at the end of last year.

Separately BankAmerica, the West Coast bank holding company, said it acquired the

by Bond Media. It would also require Bond Media shareholder and regulatory approvals.

"After the recapitalisation, Bond will have a controlling shareholding in Bond Media in excess of 50 per cent," Bond Media said. Mr Packer will be chairman of Bond Media and Consolidated Press will have a majority on the board.

Mr Packer withdrew a takeover bid for Bond Media in April which valued the company at A\$52.8m or 10 cents a share because of the expiry of its underwriting agreement.

On Thursday, two units of General Electric of the US - NBC International and General Electric Capital Corporation - and Hellman & Friedman, a US private investment fund, had offered Bond Media a A\$200m refinancing package. This was mainly for the partial repayment of debts owed to the NAB-led syndicate. The last-minute proposal was rejected, but the door has been left ajar for GE to come forward with further proposals if it chooses.

**Nynex indicted on contempt charge**

By Karen Zagor  
in New York

**NYNEX**, the north-eastern US regional telephone company, has been indicted by a federal grand jury on a charge of criminal contempt for violating the 1982 consent decree that settled the litigation surrounding the break-up of American Telephone & Telegraph in 1982.

The consent decree bars Nynex and the six other regional telephone companies created in the break-up from providing several services, including long-distance telephone service, telecommunications equipment manufacturing and generating computerised information available over telephone lines.

Nynex has been charged in the single-count indictment with wilfully providing information services by bypassing computer data processing services, through its Telco Research division, over telephone lines to MCI Communications.

Mr Packer said the allegation is "without basis in law and fact" and that the company is "confident that a trial of this case will confirm to our customers, our shareholders and the general public that Nynex has fully and completely met its responsibilities" under the consent decree.

The Justice Department said this is the first criminal case charging a violation of the decree. The case will go to trial before Judge Harold Greene, the federal district court judge who oversees the consent decree.

It said it would begin operating Western Savings immediately as Bank of America Arizona. Western Savings has 61 Arizona branches and has about a 12 per cent market share in Maricopa County, the bank added.

BankAmerica said it also acquired about \$1bn in consumer and residential loans from Western Savings, and about \$2.5bn in cash and cash equivalents.

It said it has the option to return to RTC loans that do not meet certain criteria.

One of the largest secondary placements of shares in the Swiss market since the stock market crash of 1987 was completed last week, writes Stephan Fidler. Swiss Bank Corporation said it successfully placed 47,500 bearer shares at SFr2,300 each in Georg Fischer, one of the largest Swiss engineering companies. The shares, about 10 per cent of Fischer's capital, were held by the Geneva-based Atelier des Charnilles.

**Sceptics' roar greets sale of the lion**

**T**hree days from now, if all goes as planned, Metro-Goldwyn-Mayer/United Artists, the legendary Hollywood film and television studio, will change hands for a little more than \$1.2bn. Sceptics abound, and with good reason.

The seller is Mr Kirk Kerkorian, the eccentric and reclusive 73-year-old Armenian-American casino mogul who during the past 21 years has bought and sold chunks of MGM/UA so many times

while making a personal fortune from the deals and yet sending the studio skidding into the red - that much woe surrounded the announcement three months ago that he had agreed to tender his 80 per cent of MGM/UA stock.

The scepticism, however, is nothing compared with the violent reactions that have been elicited by the prospective buyer of MGM, a curious financier with a police record in his native Italy.

His name is Giancarlo Parretti and he is - at least under Italian law and unless an appeal changes his circumstances - a convicted felon who in April was sentenced in Naples to nearly four years of prison on charges of fraudulent bankruptcy.

If Mr Parretti is a convicted criminal in his native Italy (he faces the conviction as "nonsense"), he is commonly described in Hollywood as a mystery man. He is also an angry man.

He has even launched a series of lawsuits against US and French publications that have made allegations about some of his business practices and connections. Mr Parretti

will probably have failed.

Some Time Warner directors

have been unnerved by Mr Parretti's run-in with the law, but

has denied everything except his police record and recent jail sentence, which are a matter of public record.

He has been operating in the US for less than three years, having first arrived in late 1987 when he bought control of the ailing Cannon Group from a couple of Israeli cousins - Yaron Globus and Menahem Golan - who are best known for their cheap and tawdry exploitation films.

Last year Mr Parretti bought Pathé Cinema of France and then repartied Caenou as Pathé Communications. Since then he has embarked on a string of failed takeover deals.

Standard & Poor's, the US

debt rating agency, reacted to

the deal by placing Time

Warner on creditwatch as it

increases the exposure beyond

the company's already consider-

able \$10.5bn debt burden. Mr

Parretti was in a jubilant yet

fleeting mood on Friday, claiming

he had now secured the

exchange for the \$650m loan Mr Ross is obtaining distribution rights to the United Artists film library. These are of enormous value as there is only a finite quantity of titles in existence and the UA library is believed to generate more than \$200m of annual revenues.

These loans are ahead of the planned sale of Renta, a Spanish real estate business. He said \$90m is being raised from the sale of unspecified assets owned by an undisclosed subsidiary of Comfinance. A final \$120m would come in the form of short-term bank borrowings by Mr Fiorini's Geneva-based Sasea holding company from a Paris-based Arab bank and three European banks.

As for future strategy for the battered MGM lion, Mr Parretti has revealed precious little of substance. He has made a few bold statements about how he aims to create the biggest trans-Atlantic film producer and distributor by matching his Hollywood businesses with his 1,000 European cinemas.

Yet under the deal with Mr Ross's Time Warner, the US conglomerate could end up owning 20 per cent of a combined Pathé-MGM.

What would happen to the Time Warner deal if Mr Parretti succeeds this week in his takeover and then at some later date stumbles, either for financial or other reasons?

Mr Florio Fiorini is Mr Parretti's main partner in Comfinance and the chairman of Pathé, the world's largest movie entertainment conglomerate.

Mr Ross agreed to guarantee \$650m of loans for Pathé, thus providing the springboard that should enable Pathé to complete the MGM/UA takeover.

Without Time Warner, or a similar backer, Mr Parretti is thus effectively lending money to himself.

Mr Fiorini is Mr Parretti's running mate in this delicate deal. It has, after all, told the US media on several occasions that its deal is with Pathé and not with Mr Parretti himself.

The tone is far more that of a marriage of convenience than the beginning of a beautiful friendship. And that is before the deal is even done.

**Alan Friedman finds the film industry looking askance at the latest in the MGM/UA saga**

At the start of this year, however, he finally persuaded Mr Kerkorian to sell MGM/UA to him, but scepticism about his ability to raise the cash

abounded.

Mr Parretti's most crucial ally and strongest bedfellow is Mr Steve Ross, the glib 62-year-old chairman of Time Warner, the world's largest media and entertainment conglomerate.

Mr Ross agreed to guarantee \$650m of loans for Pathé, thus providing the springboard that should enable Pathé to complete the MGM/UA takeover.

Without Time Warner, or a similar backer, Mr Parretti is thus effectively lending money to himself.

Mr Fiorini is Mr Parretti's running mate in this delicate deal.

Time Warner deal if Mr Parretti succeeds this week in his takeover and then at some later date stumbles, either for financial or other reasons?

Mr Ross's Time Warner is playing an extremely cool hand in this delicate deal. It has, after all, told the US media on several occasions that its deal is with Pathé and not with Mr Parretti himself.

The tone is far more that of a

a marriage of convenience than the beginning of a beautiful friendship. And that is before the deal is even done.

**Corona to outbid Placer**

By Robert Gibbons in Montreal

**CORONA**, the Canadian resources group, plans to raise its share-exchange bid for Stikine Resources, a key Vancouver gold exploration company, from just over C\$60 (US\$51) a share to \$75.69 or around \$257m.

This would outbid Placer Dome, North America's largest gold producer, which bid C\$67.50 a share cash or C\$230m last week to put Corona's interest in the company up for auction.

Its latest share-exchange bid for Stikine is part of a merger plan affecting several companies.

Stikine owns half the valuable Eskay Creek gold property in north western British Columbia.

However Corona does not have the resources to make a full cash offer.

**Tamoil takes over Gatoil**

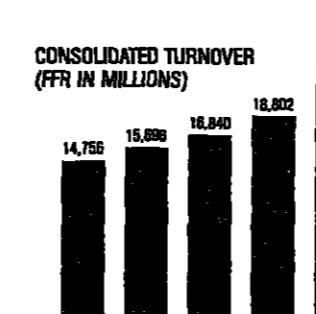
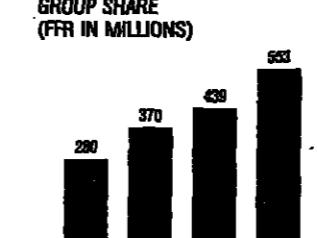
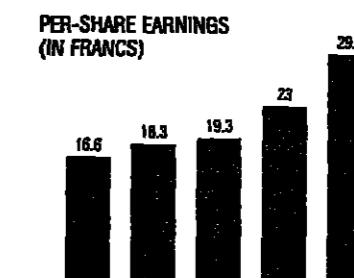
By Our Financial Staff

**COURT-appointed administrators of Gatoil (Suisse), the troubled Geneva-based oil company, have accepted a takeover offer worth more than SFr240m (\$140m) from Tamoil, Gatoil said.**

Tamoil, owned by Libya-controlled Olinvest and Swiss finance company Sased Holdings, made its offer with Mikrol Genossenschaft Zurich, a Swiss company. A rival offer made jointly by Etil (Suisse) and Agip (Suisse) was rejected, Gatoil said. It gave no reasons for the rejection.

Tamoil has undertaken to take over Gatoil's refinery at Collombey and all the company's staff, including those at the refinery, the statement added.

Gatoil, which employs 1,200 people and has 350 petrol stations in Switzerland, has been up for sale since its owner Khamil Ghazis was arrested in March last year in connection with huge losses at Klockner & Co, the West German trading group. Lebanese-born Ghazis was extradited to Germany last September.

**CONSOLIDATED TURNOVER (FFR IN MILLIONS)****NET EARNINGS, GROUP SHARE (FFR IN MILLIONS)****PER-SHARE EARNINGS (IN FRANCS)**

First, through the professionalism of group personnel which is grounded on broad experience and in training programs that are being continually upgraded. Motivation is supported by a Quality Charter that calls on each of the group's 43,000 men and women to contribute to the Lyonnaise "quality advantage".

Further competitive advantages are gained through the development of leading-edge technologies and equipment: expert systems for instantaneous decision analysis, selection and verification; clean-burning waste incinerators; plants using membranes for the chemical-free purifying of drinking water. In research, Lyonnaise is an active participant in the broadscale Eureka and Brite programs in Europe, and in Aquarenaissance and Biofocus in Japan.

Results have fulfilled expectations: 30 per cent of revenues are now generated by foreign operations which also account for 40 per cent of consolidated net earnings.

In reading your 1989 Annual Report you will be able to measure the hope - and the determination - with which we approach those of our activities serving the "community lifestyle," and in particular those concerned with communications. The dissemination of cable TV is progressing day by day, and the current year will find installation and services readily available to all those wishing to subscribe.

## INTERNATIONAL COMPANIES AND FINANCE

## JAPANESE COMPANY RESULTS

**Heavy machinery makers register substantial rises**

Lina Gannon in Tokyo

Japanese heavy machinery manufacturers registered sharp increases in sales in the year to March, of machinery, power and aerospace equipment.

Mitsubishi Heavy Industries, the industry leader and supplier to the country's agency, posted the pre-tax profit gain of 61 per cent to \$920m. Sales rose by 22 per cent to Y140.4bn, with net increasing 12 per cent. Domestic sales of systems, which account for 71 per cent of total sales, per cent to Y62.4bn. Exports fell 25 per cent of Ishikawajima-Harima Heavy Industries (IHI) climbed 18.7 per cent to Y15.5bn and Kawasaki Heavy Industries (KHI) advanced 24.6 per cent to Y17.1bn.

Both companies recorded sales gains - IHI of 2.8 per cent to Y632.5bn and KHI of 5.9 per cent to Y812.5bn - despite plant sales at IHI dropping 15 per cent and KHI suffering a 19.4 per cent fall in its shipping division.

In the current year MHI, which is expanding its environmental equipment company, expects annual Y1 per share dividend rises continuing. It estimates a pre-tax income gain of 6.8 per cent to Y10bn, and sales of Y2.25bn. KHI foresees sales up 8.2 per cent to Y630m with pre-tax profit of Y20bn, up 16.4 per cent.

**Chemicals advance**

Lina Gannon

Leading chemical sales posted growth in fits and starts in the March, as demand for fibre increased and sales of coke and materials rose.

Ishikawajima-Harima, the industry's integrated producer, announced a 1.4 per cent in pre-tax profits to \$234m and sales of up 8.3 per cent on during 12-month period.

comprehensive turer, Mitsubishi Toatsu saw its pre-tax profits record Y33.5bn up 11 per cent to Y33.5bn. Its sales increased 11 per cent to Y413.8bn.

**Petrochemicals ahead**

Lina Gannon

As petrochemicals weathered the problems of imported raw materials in the past reported modest profits for the year to March in all divisions.

Mitsubishi Petrochemical, a 2.1 per cent in pre-tax income to \$1.5bn. Its sales were down 11.8 per cent. Net income was 11.8 per cent. The figures were calculated on the irregular three-month to March 1989.

Petrochemicals industry is diversifying into

speciality chemicals, posted a pre-tax profit gain of 8.5 per cent to Y35bn. Its net income was Y19.2bn, and sales rose to Y297.5bn, up 2.5 per cent. Gains on securities the company sold helped boost its yearly income.

Both companies plan large investments in new plants for the current year. Mitsubishi, which raised its per-share dividend in the year to March by 10.5 to Y7.5, foresees pre-tax profits falling 14.4 per cent to Y30bn on sales of Y305bn, up 2.5 per cent. Mitsubishi estimates sales of Y400bn, up 3.8 per cent, with pre-tax profits of Y54.5bn, up 0.7 per cent.

**Central resells stock**

Central has 1.12 per cent of its bought back from Cartera Central, Alonso Escamez, and Reuter reports. Buyers included the French con-

struction group, which raised its stake by 1 per cent to 4.5 per cent to become Banco Central's main shareholder, and Prudential Securities of the US which bought 4 per cent. Prudential Securities will retain 3 per cent.

**U.S. \$50,000,000 IBM Credit Corporation Floating Rate Yen Linked Notes due 1995**

In accordance with the provisions of the Note Purchase Agreement, dated for the six months interest Period from June 4, 1990 to December 4, 1990 the notes will bear an interest rate of 8.75 per cent per annum. The amount payable on December 4, 1990 against Coupon No. 10 will be U.S.\$438.44 per U.S.\$10,000 principal amount.

By The Chase Manhattan Bank, N.A.  
London Agent Bank  
June 4, 1990

**U.S. \$50,000,000****IBM Credit Corporation****Floating Rate Yen Linked Notes due 1995**

In accordance with the provisions of the Note Purchase Agreement, dated for the six months interest Period from June 4, 1990 to December 4, 1990 the notes will bear an interest rate of 8.75 per cent per annum. The amount payable on December 4, 1990 against Coupon No. 10 will be U.S.\$438.44 per U.S.\$10,000 principal amount.

By The Chase Manhattan Bank, N.A.  
London Agent Bank  
June 4, 1990

Chase

**Bank of Communications**

Taipei, Taiwan, Republic of China

\$10,000,000 Floating Rate Notes due 1993

With the provisions of the above Notes, notice is given that for the six months from 31 May 1990 to 30 November 1990 the Notes will carry an interest of 8.75 per cent per annum. The amount payable on each U.S.\$10,000 and U.S.\$250,000 floating rate payment date, 30 November 1990, the equivalent interest payment date, 15 will be U.S.\$444.79 and U.S.\$111.23 respectively.

**Important Question for all Trade Finance Staff!**

Were you last given any training?

Here's your chance!

Lloyds Bank

23-26 July, 22-25 October

16-17 August, 5-7 November

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

15-17 April

15-17 May

15-17 June

15-17 July

15-17 August

15-17 September

15-17 October

15-17 November

15-17 December

15-17 January

15-17 February

15-17 March

## UK COMPANY NEWS

## Jameel victory loosens some bricks in the wall

Jane Fuller on the implications of the £172.5m Saudi Arabian takeover of Hartwell

**T**HERE WAS once a theory that the motor manufacturers would protect the groups that sell their cars from hostile takeovers.

Friday's capitulation of Hartwell, the Oxford-based motor distributor, to the £172.5m unwelcome bid from the Saudi Arabian Jameel organisation has punctured that theory; and by next summer, when the Monopolies and Mergers Commission reports on the franchised dealership system, it may be consigned to long memories.

When Hartwell, headed by Mr Peter Huggins, reported its interims last November, it looked vulnerable. Pre-tax profit was flat, interest payments had shot up, the £30m acquisition of the Charles Clark and Ford & Slater business was looking expensive.

The prospective multiple of 14 was largely accounted for by bid speculation based on Jameel's then 18 per cent stake. But it was said at the time that there had been a point in the shape of the motor manufacturers. Just because the businesses were sold to another group, it did not mean the right to sell their cars would go with it.

And yet on Friday, Hartwell was using an argument about pressure from the manufacturers to justify its decision to accept the 155p per share offer (14p above the market price) after all. The Jameel bid vehicle Oakhill added a couple of dividend payments to sweeten acceptance of an offer which had lapsed in March after it gained 43 per cent of the equity.

The problem for Hartwell was that Jameel was bound to gain control by 1992 anyway, through converting preference shares. As a result, the luxury car makers who had already

objected to the idea of a Jameel takeover kept on objecting.

The volume manufacturers, on the other hand, far from vetoing the takeover, seemed more concerned about the ill effects of uncertain control of the business than about who ultimately owned it.

Ford, the market leader, is regarded as the strictest when it comes to rules governing its franchise holders. For example, it puts a limit of eight on the total number one group can have and it will not allow any of the dealerships to be within 30 miles of each other. Like the other manufacturers, it stresses that the franchises will not be automatically transferred to new owners of the business.

In the case of the Hartwell takeover, Ford has flexed its muscles to a very limited extent. It might ask for the sale of one or two franchises to sort out anomalies hanging over Hartwell history. It could in any case have done so that had Hartwell remained independent because, as soon as a bid is announced, the dealership agreement goes on three months notice.

Ford made a point of saying that it regarded Jameel as "a good prospect." It was impressed by the organisation's Toyota distribution network in Saudi Arabia and it also approved of the way Jameel was "bending over backwards to comply with the conditions of the change of ownership."

In other words, it could have been awkward but it chose not to be still a position of some power.

Other volume car makers confirmed their doubts on Friday, questioning whether Jameel had sufficient experience of the luxury car market. Mercedes also turned up its nose at "an unwelcome takeover of a British group."



Rupert Carington (left) chairman of Oakhill - the Jameel bid vehicle - and Peter Huggins, the Hartwell chief



Peter Huggins, the Hartwell chief

volume car makers about who holds their franchises. After all, some of the arguments, for example about customer care, put forward by Oakhill will have been music to their ears.

It must, however, be remembered that because Jameel did not have other UK franchises, and because of its compliance, it has yet to threaten the manufacturers' franchising rules. If it were to go for the Ford-dependent Trimco, in which it will shortly move up to a 27 per cent stake through conversions, that would be a different matter.

Most analysts, however, do not see Hartwell's fall as starting an "open season" for the takeover of motor distributors, even though the fragmented sector is said to be crying out for consolidation.

What has changed is the position holding back the flood. Commercial business reasons (the poor outlook for earnings, high levels of debt) will be critical for putting off predators, instead of a poison-pill-like stance from the manufacturers. And Hartwell has laid down a full-price marker, in spite of the low point in the business cycle.

Over and above all this, with the ominous report deadline of August 1991, is the challenge to the franchise system and to car prices posed by the MMC investigation. That report could in turn have implications for EC policy towards the operation of new-car markets after 1995, when the current permission for EC-wide exclusive car franchise systems expires.

While the Jameel victory may have loosened some bricks in the wall protecting the conventional ways of the dealership sector, the MMC may open the way for several cars to be driven through it.

According to Mr John Redwood, Minister of State at the DTI, responding to Labour party criticism of the way his ministry has handled the LUI affair, the actual state of affairs at the company "was first uncovered by actuarial investigations instigated by the department." He says the DTI then immediately took steps to stop LUI doing new business.

Mr Morrison says that last year the DTI asked for six "secondees" from the UK insurance industry. "It was envisaged that these 'secondees' would scrutinise the annual returns of a number of companies, advise the trade minister on whether he should

## Weavers report says DTI is lax on insurance market supervision

By Patrick Cockburn

SUPERVISION OF the London insurance market by the Department of Trade and Industry is lax and complacent according to a special report on the crisis at HS Weavers (Underwriting) Agencies.

Mr Chris Morrison, the editor of the Report, a specialised newsletter on reinsurance, in a report on Weavers, formerly the largest writer of US liability insurance in the London market, says that the DTI is so short of specialised insurance staff that last year it had to ask insurance companies to second staff to the department to help regulate their own industry.

Weavers, a subsidiary of London United Investments, stopped doing new business in March when other LUI subsidiaries were found to have insufficient reserves to meet future claims.

The DTI itself has rejected suggestions that it has failed to deal with the situation at LUI either before or after the company stopped doing business in March.

According to Mr John Redwood, Minister of State at the DTI, responding to Labour party criticism of the way his ministry has handled the LUI affair, the actual state of affairs at the company "was first uncovered by actuarial investigations instigated by the department." He says the DTI then immediately took steps to stop LUI doing new business.

Mr Morrison says that last year the DTI asked for six "secondees" from the UK insurance industry. "It was envisaged that these 'secondees' would scrutinise the annual returns of a number of companies, advise the trade minister on whether he should

use his statutory powers and meet senior members of selected companies to discuss their business plans."

The London insurance market for major commercial risks has always been heavily international and averse to supervision. Lloyd's of London, a key part of the market, is largely self-regulating. As a result, problems originating in the UK often end up in the lap of regulatory authorities elsewhere.

Turning to Weavers, the report says that there is little chance it will survive because nobody is sure how much money in fresh reserves to meet old claims would be needed to keep it going.

Weavers, a subsidiary of London United Investments, stopped doing new business in March when other LUI subsidiaries were found to have insufficient reserves to meet future claims.

The DTI itself has rejected suggestions that it has failed to deal with the situation at LUI either before or after the company stopped doing business in March.

LUI's share price peaked at over 30p a couple of years ago before dropping to 30p in March when the shares were suspended.

The ultimate downfall of LUI came in March when, at the request of the DTI, consulting actuaries Tillinghast produced a preliminary report on six LUI subsidiaries. These were no longer taking new business but had done underwritten extensive business taken over by Weavers in the late seventies and early eighties.

A final report from Tillinghast on the shortage of reserves needed to meet future claims is still expected. Accord-

ing to Mr Peter Wilson, managing director of Weavers, the underwriting executive of the order of £75m to £100m.

In an examination of the accounts of the six subsidiaries, Mr Morrison concludes that "over the last few years the entire Weavers edifice has come to rest on an increasingly fragile financial base."

Mr Ronnie Driver and Mr Peter Wilson, the figures associated with the rise and fall of LUI and its chief underwriter Weavers and Walbrook Insurance Company, were removed from their executive positions last week.

Efforts to contain the impact of the crisis at LUI have been led by the major brokers, notably Marsh & McLennan. The brokers' prime interest has been to ensure that current policyholders whose protection was written through Weavers get their claims paid.

The incentive for the brokers to arrange for the reserves of LUI's subsidiaries to be topped up is that if they are not disgruntled clients are likely to be their brokers for doing business with Weavers.

The court-appointed administrators of London United Investments confirm that some of LUI's subsidiaries will continue to be unable to pay claims.

HS Weavers (Underwriting) Agencies will handle the run-off of old business of these insurance subsidiaries and paying claims on behalf of Walbrook Insurance Company and other non-group companies.

"*The Inside Story of the Weavers Insurance Pool*" by Chris Morrison, *Roundhouse Publishing*, 22pp, £2.95.

## Panel decision expected early this week on Rank offer

THE TAKEOVER Panel is expected to decide early this week whether or not the Rank Organisation's interpretation of its offer to Mecca Leisure's preference shares falls within the terms of the City code on takeovers and mergers, writes David Churchill.

Rank's £206m offer for

Mecca, announced last Friday, is conditional on the Takeover Panel ruling that Mecca's preference shares are not provided as equity share capital. This is because the Rank offer of 75p per share for the preference shares is higher than the equivalent offer for Mecca's ordinary shares.

Meanwhile Mr Michael

Mecca indicates its strong desire to acquire the whole operation.

Rank sees the acquisition of Mecca's assets in a number of key leisure markets as strengthening its ambition of being the largest operator in those areas.

Meanwhile Mr Michael

This notice is issued in compliance with the requirements of the Council of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("The Stock Exchange"). It does not constitute an invitation to the public to subscribe for, or purchase, any shares or warrants.

## FIDELITY JAPAN OTC AND REGIONAL MARKETS FUND LIMITED

An exempted company incorporated with limited liability under the laws of the Cayman Islands with registered No. 351743

Placing of 1,200,000 Units, each comprising five Ordinary Shares and one Warrant to subscribe for one Ordinary Share

at a price of U.S.\$52.00 per Unit (including commissions) payable in full on application

Application has been made to the Council of The Stock Exchange for the Ordinary Shares and Warrants now proposed to be admitted to the Official List. It is expected that such Ordinary Shares and Warrants will be admitted to the Official List, and that dealings will commence, on 28th June, 1990. Particulars of the Ordinary Shares and Warrants will be available in the Statistical Services of Exetel Financial Limited from today and copies of the Placing Memorandum which comprise Listing Particulars relating to Fidelity Japan OTC and Regional Markets Fund Limited may be obtained during normal business hours from the Company Announcements Office of The Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD on 5th and 6th June, 1990 and until 18th June, 1990 (Saturdays and public holidays excepted) from:-

## FIDELITY JAPAN OTC AND REGIONAL MARKETS FUND LIMITED

Cayman International Trust Building  
P.O. Box 309, Grand Cayman  
Cayman Islands  
British West Indies

Baring Securities Limited  
Lloyd's Chambers  
1 Porsmouth Street  
London E1 8DF

4th June, 1990

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange and does not constitute an invitation to the public to subscribe for, or purchase, any shares or warrants.

Application has been made to the Council of The Stock Exchange for 427,316,250 ordinary shares of 25p each and 1,750,000 3.5% Cumulative Redeemable Preference Shares of 25p each in Commercial Union plc, issued pursuant to the Scheme of Arrangement of Commercial Union Assurance Company plc, referred to below, to be admitted to the Official List. Dealings in the shares of Commercial Union plc are expected to commence on Monday 4th June, 1990.



## COMMERCIAL UNION plc

(Incorporated in England and Wales, Registered No. 3468686)

## Share Capital

Ordinary shares of 25p each  
Cumulative Redeemable Preference Shares of 25p each

ISSUED AND PAID UP  
£106,824,300.00

£1,750,000.00

Pursuant to a Scheme of Arrangement of Commercial Union Assurance Company plc ("CUA") Commercial Union plc has become the holding company of CUA and its subsidiaries.

Listing Particulars relating to Commercial Union plc have been circulated in the statistical services of Exetel Financial Limited. Copies of the Listing Particulars dated 1st June 1990 may be obtained during normal business hours (excluding Saturday), up to and including 6th June 1990, from The Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD and up to and including 18th June 1990 from:

Commercial Union plc  
St. Helen's  
1 Undershaft  
London EC3P 3DQ

Houze Govett Corporate Finance Limited  
Security Pacific House  
4 Broadgate  
London EC2M 7LE

4th June 1990

	June 1	May 31	May 30	May 29	May 28	May 27	May 26	1990	Low	Stock High	Low
Government Secs ...	78.67	78.31	78.58	78.16	78.25	78.36	84.20	74.13	127.4	49.38	
Fixed Interest ...	87.45	87.28	87.27	87.24	87.08	87.29	92.91	83.80	105.4	50.33	
Ordinary ...	1882.4	1855.0	1857.4	1823.3	1800.0	1805.2	1968.3	1653.6	2008.6	49.4	
Gold Mines ...	312.2	213.3	216.2	215.7	211.2	209.7	378.5	207.1	734.7	43.5	
FT-Act All Share....	1165.28	1154.24	1154.29	1132.24	1120.03	1124.61	1228.83	1043.16	1238.57	61.92	
FT-SE 100 ....	2371.4	2345.1	2346.2	2295.6	2265.6	2277.1	2463.7	2103.4	2463.7	985.9	

The current supplement of The Stock Exchange book of Ordinary Shares made through The Stock Exchange to a maximum of 145 per cent of the issue of Ordinary Shares made on 5th June 1990, above the average of the last month of the previous calendar month. The Stock Exchange book of Ordinary Shares made on 5th June 1990, above the average of the last month of the previous calendar month.

A Special Resolution authorising the Company to make further purchases of up to 10 per cent. of the issued Ordinary Shares made by a shareholder annually for a period of three years from the date of the resolution.

The Directors believe that it would be in the interests of the Company to be in a position to purchase its own Ordinary Shares.

The Directors believe that it would be in the interests of the Company to be in a position to purchase its own Ordinary Shares.

The offer of any purchase will clearly depend on the price at which it stands. On 31 May 1990 the latest published data before the publication of this notice the midday market quotation for the Ordinary Shares as derived from The Stock Exchange Daily Official List was 2445.7.

The Directors believe that it would be in the interests of the Company to be in a position to purchase its own Ordinary Shares.

The Directors believe that it would be in the interests of the Company to be in a position to purchase its own Ordinary Shares.

The Directors believe that it would be in the interests of the Company to be in a position to purchase its own Ordinary Shares.

The Directors believe that it would be in the interests of the Company





## **FT MANAGED FUNDS SERVICE**

- For Current Unit Trust Prices on any telephone ring direct-08364 + five digit code (listed below). Calls charged at 38p per minute peak and 25p off peak, inc VAT.

#### **ET MANAGED FUNDS SERVICE**

- For Current Unit Trust Prices on any telephone ring direct 0836 4 - five digit code listed below) Calls charged at 38p per minute peak and 25p off peak; no VAT

## FT MANAGED FUNDS SERVICE

● For Current Unit Trust Prices on any telephone ring direct-0838 4 + five digit code (listed below). Calls charged at 36p per minute peak and 25p off peak, inc VAT

Ref.	Price	Offr	Yield	City	Ref.	Price	Offr	Yield	City	Ref.	Price	Offr	Yield	City	Ref.	Price	Offr	Yield	City	Ref.	Price	Offr	Yield	City
ch Union Life Insurance Soc.	0603 622200				Savv & Prosser Ltd - Contd	0498 790000				Scandinavia Life Assurance Co Ltd - Contd	0264 920000				Sea Life of Canada IUC Ltd	0250 041414				Fairmont Glass Replj Ltd	0472 07			
ch Union Life Insurance Soc.	0603 622200				William Rd, Nittoke, New Zealand	0498 5100				Banks View, Bexleyheath, Kent	0250 041414				First City Defence	0472 07				Hambro, Fd Mngt (I) Ltd	0481 71564			
ch Unicredit	150 29	186.64			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 29	92.03			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	127.97			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	68.65			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	55.00			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	43.25			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	33.75			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	22.50			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	12.50			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	10.00			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	8.75			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	7.50			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	6.25			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	5.00			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	4.00			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	3.00			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	2.00			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	1.00			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.75			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.50			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.33			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.25			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.17			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.10			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.05			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.03			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.02			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.01			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.005			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.002			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 32	0.001			Globe & Mail	0240 2100				Grange Rd, Bexleyheath, Kent	0250 041414				EMI Music	0481 5 4522 2 4472 9 2242 17				PO Box 80, Germany	0481 71564			
ch Unicredit	150 3																							

## **ET MANAGED FUNDS SERVICE**

● For Current Unit Trust Prices see page 10  
(listed below). Calls charged at 60p per minute.

	Bid	Offer	Yield	City	Name	Int. Curr.	Conv.	Bid	Offer	Yield	City	Name	Int. Curr.	Conv.	Bid	Offer	Yield	City	Name	Int. Curr.	Conv.	Bid	Offer	Yield	City	Name	Int. Curr.	Conv.
NM Financial Mgmt Int'l Ltd-Cash	\$21,549	1,646	3.00	455000	Midland Bank Fund Managers (Jersey) Ltd	USD	USD	\$21,549	1,646	3.00	455000	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Merrill Lynch Asset Management-Cent.	USD	USD	\$21,549	1,646	3.00	455000	McDonnell & Co	USD	USD
British Fund	\$1,000	1,027	3.00	45510	P.O. Box 26, St. Helier, Jersey	GBP	USD	\$1,000	1,027	3.00	45510	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Federated Corp Limited	USD	USD	\$21,549	1,646	3.00	455000	MCH Corp	USD	USD
Gold Fund	\$1,008	0,751	3.00	45512	180 S. Oceanview	USD	USD	\$1,008	0,751	3.00	45512	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Hong Kong Fund	\$1,918	2,040	5.50	45513	MTM Britannia International (Jersey) Ltd	USD	USD	\$1,918	2,040	5.50	45513	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Japan Fund	\$1,000	0,003	3.00	45514	Jersey City 121	USD	USD	\$1,000	0,003	3.00	45514	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Japan Smaller Cos	\$1,133	3,000	9.00	45515	Royal Trust Fund Jsy Fed Mngt Ltd	USD	USD	\$1,133	3,000	9.00	45515	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Japan-Yield Fund	\$1,223	1,223	3.00	45516	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$1,223	1,223	3.00	45516	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Motor Fund	\$1,000	0,003	3.00	45517	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$1,000	0,003	3.00	45517	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Sterling Currency Fund	\$20,034	8,977	1.70	45518	TSB Trust Funds (CD)	USD	USD	\$20,034	8,977	1.70	45518	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Sterling Currency Fund	\$10,000	10,000	3.00	45519	TSB Trust Funds (CD)	USD	USD	\$10,000	10,000	3.00	45519	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Yen Currency Fund	\$1,918	1,918	4.00	45520	TSB Trust Funds (CD)	USD	USD	\$1,918	1,918	4.00	45520	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Managed Currents	\$10,000	1,000	3.00	45521	TSB Trust Funds (CD)	USD	USD	\$10,000	1,000	3.00	45521	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Managed Currents	\$10,000	1,000	3.00	45522	TSB Trust Funds (CD)	USD	USD	\$10,000	1,000	3.00	45522	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
The New Zealand Fund	\$1,000	1,000	3.00	45523	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45523	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
The NZ Fund	\$1,000	1,000	3.00	45524	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45524	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Sterling Divisor	\$1,000	1,000	3.00	45525	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45525	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45526	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45526	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45527	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45527	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45528	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45528	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45529	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45529	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45530	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45530	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45531	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45531	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45532	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45532	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45533	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45533	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45534	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45534	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45535	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45535	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000	Wingate Fund Mgmt (Demund's) Ltd	USD	USD
Delta Divisor	\$1,000	1,000	3.00	45536	TSB Trust Funds (CD)	USD	USD	\$1,000	1,000	3.00	45536	Scimitar Worldwide Selection Fd Ltd	USD	USD	\$21,549	1,646	3.00	455000	Winchester Capital Ltd	USD	USD	\$21,549	1,646	3.00	455000</			



- For Latest Share Prices on any telephone ring direct-0836 43 + four digit code listed below). Calls charged at 38p per minute peak and 25p off peak, inc VAT.

#### **LONDON SHARE SERVICE**



4pm prices June 1

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

**Continued on Page**

## **NYSE COMPOSITE PRICES**

**P/S Ratio**  
Stock Div. Yld. E 1988 High Low  
**Continued from previous Page**

Chg/Stock	P/E	Div.	Yield	100Shares	Low	Close Prev.	Close Close	Chg/Stock			Chg/Stock			Chg/Stock			Chg/Stock												
								High	Low	Stock	High	Low	Stock	High	Low	Stock	High	Low	Stock										
<b>Excluded from previous Page</b>																													
33% Quarter 1.82	5.4	14	198	35%	354	354	-4	111	92	Stamps	1.04	11	6	84	84	84	20%	15%	Unidom	.30	18.11	28	17%	17	17	-1			
11% Califield 2.88	1.8	13	216	15%	14%	14%	+4	10	62	SatSep	.20	25	7	8	74	74	74	11%	8%	UKing	.30	8.9	33	10%	10	10	-1		
8% RAC Int'l.20a	11.	378	10%	70%	70%	70%	-	77	52	SatSh	1	13	10	847	84	84	8%	11%	11-16	UnidM	.20	28	28	10%	10	10	-1		
6% RAC	.49	9.9	10	88	4%	4%	-	404	38	SatSh pf.35	.18	18	23	48%	48%	48%	+	1%	1%	UPM&M	.20	3	3	1%	1	1	-1		
6% RL Co. 1.40	3.4	7	175	11%	11%	11%	-	124	11	SATC pf.1	.1	8.6	100	11%	11%	11%	+	1%	2%	24-4 UsabG.12a	4	1320	20%	14%	14	14	-1		
10% RHI Int'l.2	2	378	12%	12%	12%	12%	-	73	45	SatSil	.19	47	64	74	74	74	+	1%	2%	1 USH&S	.32	2.1	217	75%	25%	25%	-1		
9% RIC Rd.2.68	3.2	100	11%	11%	11%	11%	-	43	33%	SatSh pf.120	.34	27	47%	35%	34%	34%	+	1%	2%	16-2 USU.S	.32	21.7	75%	25%	25%	25%	-1		
5% RPC	19	11	8	11%	8%	8%	-	31	61	SatShC	.72	3.8	5.5	80%	80%	80%	+	1%	2%	16-2 USU.S	.32	21.7	75%	25%	25%	25%	-1		
5% RPS	.28	14.	7	200	5%	5%	-	15%	8%	SatShC	.08	8.6	7	130	8%	8%	8%	+	1%	2%	16-2 USU.S	.32	21.7	75%	25%	25%	25%	-1	
77% RelairP.1.86	2.1	178	741	90%	88%	88%	-	124	7	SatShC	.00	8.6	7	130	8%	8%	8%	+	1%	2%	33-3 USW&S	2	5.4	12	3443	37%	37%	37%	-1
5% RangeO.086	3.1	21	520	6%	6%	6%	-	304	94	SatShC	.00	17	120	20%	20%	20%	+	1%	2%	34-3 UnTech.1.2a	3	21.1	200	35%	35%	35%	-1		
25% Rayon	.22	2618	98%	34%	32%	32%	-	104	181	SatShC	.40	1.5	16	47%	36%	36%	+	1%	2%	30-2 Unile's	1	22	25	3619	45%	45%	45%	-1	
14% Raym&F.34	.12	6	17	20%	20%	20%	-	9	5	SatShC	.00	37	50	54%	54%	54%	+	1%	2%	13-1 UWR	.66	6.8	16	121	14%	14%	14%	-1	
18% Rayone 3.50	16.	6	88	23%	23%	23%	-	10	8	SatShC	.10	12	300	8%	8%	8%	+	1%	2%	32-2 Unile's	.65	6.8	15	4	4%	4%	-1		
13% Rayo/H.4.0	4	3	21	2%	2%	2%	-	45	13	SatShC	.00	33	50	54%	54%	54%	+	1%	2%	21 Unile's	.30	22.1	31	31%	31%	31%	-1		
21% Rayne 2.40	3.8	62073	64%	12%	12%	12%	-	24	13	SatShC	.00	35	50	54%	54%	54%	+	1%	2%	21 Unile's	.30	22.1	31	31%	31%	31%	-1		
15-16 Rayn&B.1	5	1158	26%	26%	26%	26%	-	15%	15%	SatShC	.00	35	50	54%	54%	54%	+	1%	2%	21 Unile's	.30	22.1	31	31%	31%	31%	-1		
14% REBT 1.42	9.4	10	244	15%	14%	14%	-	61	51	SatShC	.20	3.6	12	21	20%	20%	+	1%	2%	42-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
44% RecMed 1.42	3.4	350	4%	4%	4%	4%	-	104	181	SatShC	.40	1.5	16	47%	36%	36%	+	1%	2%	42-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
12% Reebok .38	1.8	12	6074	10%	10%	10%	-	10	8	SatShC	.00	35	50	54%	54%	54%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
5-32 Regal	5	8	5	8%	8%	8%	-	10	8	SatShC	.00	35	50	54%	54%	54%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
11% Reichtg.1.78a	16.	8	37	12	7%	7%	-	22	15	SatShC	.02	1.7	15	12	12%	12%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
4% RegGrp 1.42	6.6	4125	5%	5%	5%	5%	-	304	23	SatShC	.00	22	14	24%	24%	24%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
10% RegPyp 1.29	1.1	2252	24%	24%	24%	24%	-	104	181	SatShC	.20	1.2	10	80	24%	24%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
3% RegTyp 1.98	5.1	28	58	32%	32%	32%	-	204	181	SatShC	.40	1.8	16	47%	36%	36%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
42% RegYT 1.32	2.7347	43%	4%	4%	4%	4%	-	104	181	SatShC	.40	1.8	16	47%	36%	36%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
1% Revere	1.20	35	3	2%	2%	2%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RayWay 2.40	3.5	10	500	22%	22%	22%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
48% RayWt 1.30	3.1	7	2207	6%	6%	6%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
24% RayPac 1.42	3.4	350	3%	3%	3%	3%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
14% RaySh 1.42	1.7	21	100	12%	12%	12%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
16% RaySh n.40	2.7	14	100	32%	32%	32%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
1-16 RaySho	1.42	2.3	32	3-	3-	3-	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
14% RaySho	13	688	14%	14%	14%	14%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
6% RaySho	25	114	10%	10%	10%	10%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
25% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17	416	32%	31%	31%	-	204	181	SatShC	.40	2.6	25	43%	43%	43%	+	1%	2%	22-2 Unile's	.62	6.8	15	5%	5%	5%	-1		
18% RaySho 1.56	4.7	17																											

**Select Figures are unofficial.** Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 percent or more has been paid, the year's high-only range and dividend are shown for the new stock only. Unless otherwise stated, rates of dividend are annual disbursements based on the latest declaration.

a-annual dividend also extra(s), b-annual rate of dividend plus stock dividend, c-liquidating dividend, d-call-celled, e-new yearly low, f-dividend declared or paid in preceding 12 months, g-dividend in Canadian funds, subject to 15% non-residence tax, h-dividend declared after split-up or stock dividend, i-dividend paid this year, omitted, deferred, or no action taken at least dividend date, j-dividend declared or paid this year, an accumulative dividend was dividends in arrears, k-new issue in the past 52 weeks. The high-low range begins with the start of trading, l-next day delivery, P/E price-earnings ratio, r-dividend declared or paid in preceding 12 months, plus stock dividend, m-split, o-Dividends begin with date of split, n-sold, s-dividend paid in stock in preceding 12months, estimated cash value on ex-dividend or ex-distribution date, u-new yearly high, v-earning history, w-in bankruptcy or receivership or being organised under the Bankruptcy Act, or securities assumed such companies, x-distributed, y-w when issued, z-with warrants, x-ex-dividend or ex-rights, xzis-ex-distribution, xw-with warrants, y-ex-dividend and zzzs initial, yd-yield, zzzs in full.

## **NASDAQ NATIONAL MARKET**

4pm prices June 1

# FINANCIAL TIMES

## The Business Column

### When IT solutions are the problem

WHEN managers discuss what can go wrong with a newly-installed computer system, the talk usually turns to the horror stories that make newspaper headlines.

There was, for instance, the Paris court computer which was supposed to issue summonses for parking violations, but decided instead to send all-caps letters of prostitution, living off the land, tax evasion, but-story and manslaughter.

As embarrassing as these incidents are, they are the sorts of things that people expect computers to do. There are two less spectacular consequences of the introduction of computer systems that worry many managers as much.

The first is that, despite their best intentions, they never really learn how their systems work. The information technology specialists explain, but they cannot appreciate how little ordinary managers know.

Managers promise themselves that they will ask the stupid questions, but most people can only bear to be stupid for so long.

#### Unexpected results

The second consequence, usually unforeseen, is that when a computer system is introduced there are many unpredictable consequences.

Writing the European Management Journal, Ian Angell and Steve Smithson of the London School of Economics tell of suppliers whose customers had adopted computerised just-in-time stock control systems. Terrified of being unable to meet the demands of the system, the suppliers stored perishable goods in rusting lorries near the customers' factories.

Another consequence of new computer systems is that the measurements they make possible sometimes end up damaging the business. Systems can measure how quickly staff deal with customers, but not how well they treat them.

Angell and Smithson tell the story of a British building society which decided to measure customer throughput. One customer asked three clerks in different branches the same question. He got three answers, all of them wrong. The clerks appeared to give the first answer that came into their heads, which was not surprising. They were being measured for the speed of the response, not for whether it was correct.

Even employees who start off thinking new systems have made their work easier can end up regretting that they ever laid their hands on a computer keyboard. Many organisations now have system users who suffer from chronic arm and hand injuries. These dangers have been known for some time, but managers dismissed the problem or assumed they would escape it.

"Junk mail"

Other consequences of computer systems are less destructive, but change organisations in ways that managers do not expect. "For example, electronic mail has many benefits, yet it has well-documented negative effects: the danger of reduced social interaction; increased social interaction; increased reading of junk mail," the writers say.

Managers have long been told that their job is to manage change. As a result of the introduction of IT systems, many find they are managing crisis instead.

So what is to be done? The first step is for managers to take responsibility for IT systems back from the IT professionals. Consultants and salesmen usually say they want to provide companies with a total IT solution. What they often mean is that they have developed a solution which they would like to throw at your problem.

The whole notion of "IT solutions" should be treated with scepticism. A solution usually means an integrated system, which is what many companies do not need. The greater the level of integration, the greater the size of the potential disaster. Flexible, smaller systems are often a better idea.

Angell and Smithson say, too, that companies believe that IT will reduce their dependence on people. In fact, it increases it. It takes well-trained staff to get the most out of an information system and to know what to do when things go wrong.

Volume 8, No 1.

Michael Skapinker

**H**e is Moses, Ben-Hur and Michelangelo; he is ex-president of the Screen Actors Guild and current president of the American Film Institute. Both as a screen icon and a Hollywood power broker, Charlton Heston is probably the closest thing American cinema has to God.

Living legends seldom measure up when one meets them. "Oh, is this you?" one murmurs as a long-filmed star proves to be six feet six inches tall and knock-kneed. No such alarms with Mr H. When we met in his palatial Hollywood home recently, soon after he had finished shooting two films back to back - Treasure Island and a science-fiction epic called Solar Crisis - he looked about six feet four inches in sports shirt, shorts and tennis shoes. And at age 66, Heston's knees are still those that held firm as he rounded the hairpin in his race 30 years ago.

"I guess I'm associated with brooding authority figures," says the brooding, authoritative voice issuing from the Roman profile. "I've played kings and queens, cowboys and cowgirls. I've even played your Henry VIII."

In a bizarre acting departure, Heston has now donned a parrot and Cornish accent to play "our" Long John Silver. The film, directed by Heston's son Fraser, opens in Britain on June 15. Anglophilia comes easily to this actor; he graced the London stage some years back in *A Man For All Seasons*. And in a career that must be the most ambassadorial in Hollywood history, he has translated all-American grace-and-beefcake virtues into almost every non-American hero role under the sun.

It's the most unusual aspect of my career, I think. I've played 12 different nationalities. Foreign audiences, thankfully, don't seem to resent it. Italians were happy to have me as Michelangelo, the Spanish as El Cid, the British as General Gordon. And Israeli audiences accepted me as Moses and Ben Hur. In fact Wily Wyler said to me after he'd finished directing Ben Hur, "After this, Chuck, you are now the industry's leading imitation Jew." (chuckles.)

Today Heston still exercises "brooding authority," but as much off camera as on. He insists he is not about to follow Ronald Reagan or Clint Eastwood into politics: "As an actor I've been President of the USA three times already. I think that's enough for any man." But both as head of the AFL and as a long-time White House family member, he left during Republic tenure. Heston is happy to lay down the law about movie industry politics. The law according to the right.

Catch him on a vengeful day and you are startled at the true-blue opinions winging past you.

On the new trend towards

## MONDAY INTERVIEW

# Lantern jaw with stone tablets

Charlton Heston speaks to Nigel Andrews

women directors in Hollywood:

"Who says we need women directors? We need the best directors. Are you saying we should legislate for quotas? I'm very uneasy about quotas." I have said nothing about quotas. "As Bill Wilder once said about the unfriendly men: 'They had talents, the rest were just unfriendly.' (The Ten were the blacklisted writers and directors of the 1950s who refused to testify before the McCarthy committee.)

On Mikhail Gorbachev: "Everyone is so bullish about Gorbachev. But that man has now gathered more power to himself than anyone since Stalin."

#### PERSONAL FILE

1924 Born Evanston, Illinois. Educated Northwestern University, Evanston.  
1944 First Broadway appearance in *Antony and Cleopatra*. Has starred in more than 50 films.  
1958 Academy Award for Best Actor, Ben Hur.  
1965-71 President of Screen Actors Guild.  
1973 Chairman, American Film Institute.  
1981 Chairman on Arts, Presidential Task Force on Arts and Humanities.

On not playing wimps: "I've often played sons of bitches, but I've never played a wimp. Jack Lemmon I am not your lovable wimp. I saw Korda's Henry VIII the other day. Now Charles Laughton is a great actor, but he couldn't play a king. He's kind of wimpy. Also, he couldn't ride a horse."

On being right wing in Hollywood: "It's a lonely battle. There's really only me and Tom Selleck. We made Ben Hur for \$16m. Today it would cost \$122.3m. You can't make films for that kind of money. You couldn't make Lawrence of Arabia today, or The Bridge on the River Kwai. Today a modern comedy, with no above-the-line costs - which means major creative talent - will set you back \$15m-\$20m."

"This means directors have

greatest heroic screen presence of his generation.

Today it is hard to separate the semi-god who parted the Red Sea or painted the Sistine Chapel from the man looking it over a mansion on a Hollywood hillside (picture windows overlooking 500 acres of Water Conservation forest) and dealing out commands on every subject from female film-makers (we disagree) to new screen technology.

Here at least we agree. The devaluation of the big screen experience with the rise of television and video is a pet subject of Heston's: both as a star and as a movie industry seer and overseer.

"People come up to me and say, 'I copied The Ten Commandments on video yesterday.' But I say, 'No, you didn't. Because it's not the same film. On TV or video, it's lopped and chopped; it has poor resolution and barely acceptable colors and sound."

"Ninety per cent of all the moving images seen in the world today are seen on a TV screen. And I think that's a tragedy. But it's where we are. We're caught in a crack of technology. Techniques are not keeping up with new formats. It is technically feasible to deal with these problems now, but it's not being done. It'll be the next century before we have what we should have now: wall-to-wall TV screens with good sound, good colour."

Heston is even more acerbic about current trends in Hollywood movie-making. He sees a shift away from epic values and multi-dimensional characters towards Readimax cinema.

"The main influence on films today, and it's a negative one, is the cost of making them. Feeble writing, terrible costumes, bad lighting, bad sets, bad music, bad editing, bad sound, bad everything."

The trouble with loving cinema, as a group of French critics (Godard, Truffaut and company) once noted, is that many of your screen idols come from the wilder political fringes. It is a difficulty that has to be swallowed. Heston is a star this writer grew up with as the



## 'We're caught in a crack of technology'

to make films that appeal to the broadest possible demographic base just to break even; and even that with help from video sales. So you have a diet of films, usually comedies, based on the 'concept.' A film like Twins, which made over \$100m, has the concept, 'How about Arnold Schwarzenegger and Danny DeVito as twin brothers?' Great! And then you could almost make the film without the script."

"They do still make serious, richly conceived films, like Kenneth Branagh's Henry V. Good for him. I'd like to do Macbeth. But these films are for that kind of money. You couldn't make Lawrence of Arabia today, or The Bridge on the River Kwai. Today a modern comedy, with no above-the-line costs - which means major creative talent - will set you back \$15m-\$20m."

"This means directors have

one in 100. The overwhelming bulk of the market today is the concept movie."

Hard times indeed for an actor who learned his craft in the venturesome days of live American television. "That was in '48, '49. TV was shunned by established actors back then; they thought it was tacky and it didn't pay well. So there we were, a bunch of unemployed 25-year-olds practically running the medium."

"People come up to me and say, 'I copied The Ten Commandments on video yesterday.' But I say, 'No, you didn't. Because it's not the same film. On TV or video, it's lopped and chopped; it has poor resolution and barely acceptable colors and sound."

"Ninety per cent of all the moving images seen in the world today are seen on a TV screen. And I think that's a tragedy. But it's where we are. We're caught in a crack of technology. Techniques are not keeping up with new formats. It is technically feasible to deal with these problems now, but it's not being done. It'll be the next century before we have what we should have now: wall-to-wall TV screens with good sound, good colour."

Heston is even more acerbic about current trends in Hollywood movie-making. He sees a shift away from epic values and multi-dimensional characters towards Readimax cinema.

"The main influence on films today, and it's a negative one, is the cost of making them. Feeble writing, terrible costumes, bad lighting, bad sets, bad music, bad editing, bad sound, bad everything."

The trouble with loving cinema, as a group of French critics (Godard, Truffaut and company) once noted, is that many of your screen idols come from the wilder political fringes. It is a difficulty that has to be swallowed. Heston is a star this writer grew up with as the

play a character in one of his early stage roles. He passed a pawnshop and saw this crumby green umbrella; and he thought, "That's just the umbrella this guy would have."

"I'm the same. I work from the outside in. With the Admiral I play in my new film Solar Crisis, there's a scene where he's working out, exercising. And I said, 'This is a crusty old sonofabitch, he'd still have his old sweat-suit from the naval academy at Annapolis.' And I got them to find a sweat-suit for me and told them to put 'USN' on it for US Navy and wash it 27 times so it looked really old."

There is something of the well-launched old sweat - no respect intended - about Heston. An actor who has been washed uncounted times in heroic roles must start to look different by the end of his life. Does the grandeur of the character rub off on the star?

"It would be ridiculous to pretend that, having played Andrew Jackson or Thomas Jefferson, one assumes his qualities. Would that it were so. But exploring these men is an exciting experience and a humbling one. In these egalitarian times we tend to dismiss great men. But they exist and they have shaped the world. Thomas Jefferson was probably accurately described as the only genius who ever sat in the White House."

With the world beginning a new decade - and soon a new millennium - I asked the star who once brought the tablets down from Mount Sinai if he had any prophecies for the film industry's future.

"Movies, like life, are impossible to predict. Who would have thought that Berlin Wall would have been torn down and the chairman of the Soviet Union would be on the brink of saying he's not a communist? There's a lovely joke going around in Moscow which says that glasnost and perestroika will have truly succeeded when on the morning news on Moscow TV the announcer says: 'Comrades...'

Heston assumes a Russian accent - "the historic and heroic experiment carried on the night of October 24-25 has now been concluded. Thank you and good morning ladies and gentlemen."

"I can't predict what will happen. The technology in film may improve; we may soon have truly three-dimensional film. I'm delighted I'm still around, still making a living from something I'd do free. But don't tell the producers that."

## A struggle unfolds over judicial review



### JUSTINIAN

proceedings could not, however, superciliously attractive, be properly described as an injunction. An injunction is an order directed at one party to a piece of litigation; it is not directable to a court or decision-making body such as a minister. An application for judicial review bore similarities to civil proceedings between rival disputants, in which an injunction might be ordered at the instance of one party against that party's opponent.

Proceedings for judicial review are not a legal method for resolving disputes between parties in the field of private law, each party with an interest to pursue or protect. Judicial review is that public law's instrument for determining the propriety of administrative action. It is a challenge to the law in which a minister or administrative decision is arrived at. In no sense is the decision maker an opposing party in some dispute.

An order by the court that a decision by a person or body whose decision is being challenged by judicial review should not take effect until that challenge has finally been determined was properly described as a stay. Until recently the courts had not had to be bothered with ordering stays, probably because a public authority, whose decision was the subject of challenge, could not safely proceed to do anything in furtherance of its decision, in case it should turn out that the order was void and its acts beyond its legal powers, perhaps with consequent liabilities.

Interim suspension of disputed decisions would be virtually automatic. But that may not always be the case. Hence the need for the court to order suspension, even in an automated form, while the challenge to the official decision is determined by the court. Government departments may, however, desire not to have their administrative actions put into a state of suspension, in which case the legal rights and wrongs about the grant of a stay will ramble on.

## SCIMITAR WORLDWIDE SELECTION FUND



Now, with the introduction of four exciting new sub funds, the world has just got bigger.

**NEW** There's the Singapore Indo-Malaysia Fund, which invests in the equity markets of Singapore, Indonesia and Malaysia - three markets we have identified as offering superb opportunities for capital growth in the world's fastest growing economic region.

**NEW** There's the Worldwide Warrant Fund, which can invest in any of the world's major warrant markets to produce out-and-out capital growth. It is now widely acknowledged that warrants offer some of the world's best high return/high risk investment opportunities.

**NEW** Then there's the Worldwide Income Fund, which offers a significant income yield, together with capital growth, from a portfolio of worldwide equities.

**NEW** Finally there's the Worldwide Managed Fund, which offers Scimitar's professional expertise in choosing an appropriate balance between equity, fixed income and currency markets for investors requiring a diversified and low-risk, capital growth portfolio.

You can switch between these and the twelve existing sub funds of the Scimitar Worldwide Selection Fund as often as you like, and without charge. Which means you can now take advantage of investment opportunities wherever in the world they occur.

And who better to manage these funds than Scimitar, with its award-winning investment team backed by the international resources of the Standard Chartered Group. Many of the existing equity, bond and currency funds have produced superb returns over the past few years, winning several prestigious LIPPER awards for top ranking performance.

### LIMITED FIXED PRICE OFFER

There is a fixed price offer period for the four new sub funds, which runs from May 14th to June 9th 1990, with a launch price of US\$10 per share. So make your application without delay.

If you would like the world to be your oyster, simply fill in the coupon for a Prospectus and Application Form. Or call in at your local branch of Standard Chartered Bank.

Remember, the price of shares and the income from them can go down as well as up.

**FIXED PRICE OFFER EXPIRES JUNE 9th 1990**

To: Scimitar Asset Management (CI) Limited, P.O. Box 330, Standard Chartered House, Conwy Street, St Helier, Jersey, Channel Islands. Tel: IDD+44 534 34373. Telex: 4192402. Fax: IDD+44 534 26035.

Please send me a Prospectus and Application Form for the Scimitar Worldwide Selection Fund including the four new sub funds.

Name (Mr/Mrs/Ms)

Address

Country

Tel. No.

PLEASE WRITE IN BLOCK CAPITALS

Standard Chartered

**SCIMITAR**  
has the edge

## FINANCIAL TIMES SURVEY

## EXPORT FINANCE

SECTION III

Monday, June 4, 1990

**In spite of the debt crisis, export credit is still in demand,**  
**Peter Montagnon writes. Political change in Eastern Europe has created new trade opportunities, while Western Europe's short-term credit insurance industry is restructuring for the single market.**

**The barriers break down**

1992 European single market is coming early to the insurance industry. From Community regulations that from the start of next month European insurance companies will be able to write commercial risk across national boundaries. This will open up the European credit insurance market, into compartmentalised national lines, to international competition. Inside the search for new lines to finance investment in Eastern Europe uncertainty over the future of export credit agencies in term project finance, the of the single market on-term export credit insurance is one of the main challenges facing the trade finance industry at the start of the new decade. Britain, the short-term insurance division of the Export Credit Guarantee Department is privatised to take advantage of the opportunities raised by European liberalisation. Once of government control and constraints to support only exports, it will be able to enter the new and larger European market. Thus Coface, which insures French

exports, is teaming up with SFAC, which insures domestic exports. Similar alliances are being formed elsewhere.

On the Continent, the industry's initial response has thus been defensive, involving a desire first and foremost to protect national markets from foreign competition, and blurring the previously sharp distinction between domestic and export credit insurance. Against this background, liberalisation in the UK looks likely to make it one of the first battlegrounds of international competition.

Not only does the presence of an active brokerage industry make the UK more naturally open to competition than markets in continental Europe. Some specialists argue that the privatisation of ECGD will put it at a disadvantage compared to such companies as Hermes and NCM, which, though private, retain strong links with their respective governments.

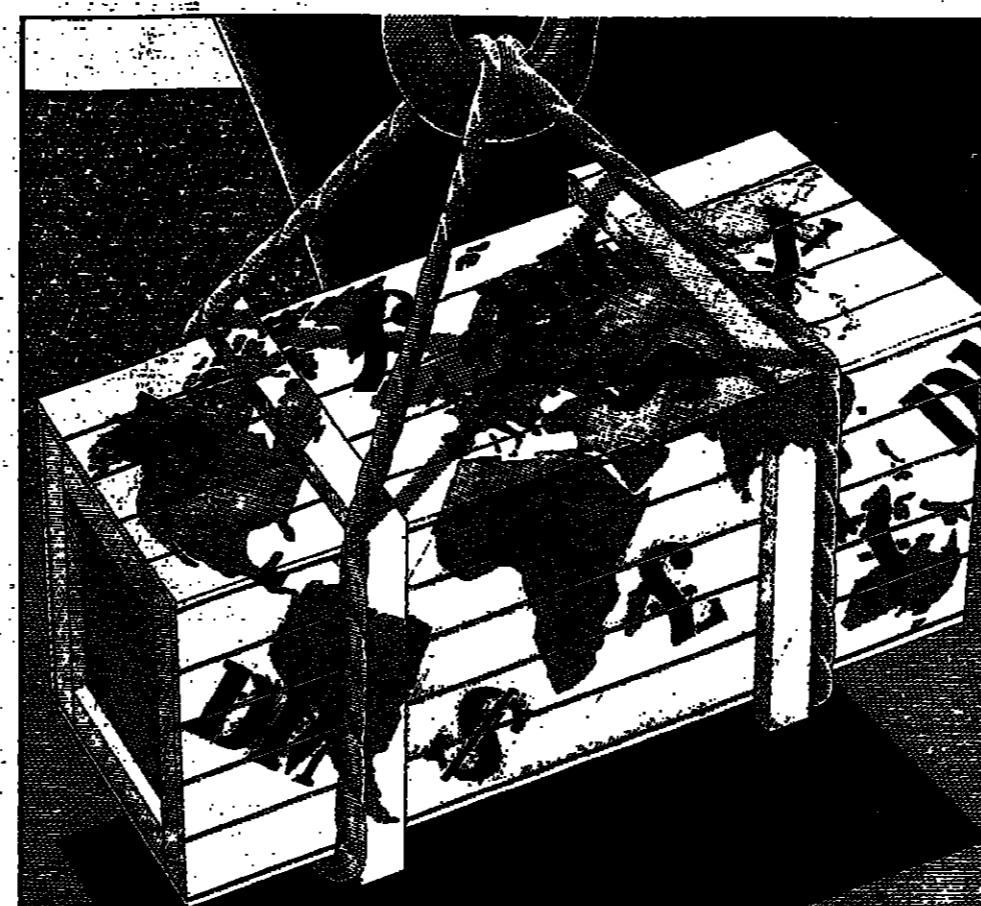
Trade Indemnity, which dominates the UK domestic credit insurance market, has made no secret of its interest in acquiring ECGD. Mr Richard Duggan, managing director, says the companies together could generate the critical mass to take on the European market and finance the next generation of investment in information technology.

The determined stand of Trade Indemnity has, however, raised questions. On the one hand the Government is reluctant to negotiate with a single favoured bidder following the storm this caused when it sold Rover to British Aerospace. It seems that the Government would prefer ECGD to be privatised as a result of a competitive bidding process.

Particularly in the insurance broking community, there is also concern about the effect of such a merger on competition in the credit insurance industry. Both ECGD and Trade Indemnity offer credit insurance services to exporters, but this competition would disappear if they became one and the same company.

Eventually, many in the industry believe that the number of companies involved in the European market could dwindle as rationalisation takes hold.

Among the more vulnerable are companies with small domestic markets. That explains why Holland's NCM and the Belgian



companies are becoming so aggressive.

The old-established insurance agencies from larger Community countries are vulnerable in a different way. While their job has been to service the needs of all their country's exporters, paying attention to the requirements of smaller firms, the bulk of their premium income still comes from a limited number of large firms.

A foreign competitor which picked off even only a few of these favoured customers could leave the established agencies high and dry in their old traditional markets.

Quite apart from defending themselves against this tactic, one task facing the European industry in the face of these changes is to encourage the market as a whole to grow. It has often been argued that the abolition of barriers to trade within

the Community will encourage more trade to flow across national boundaries, raising the need for commercial risk insurance among new and inexperienced exporters.

These, however, are not necessarily the ones which yield the greatest short-term profits. Many multinationals either do not insure their short-term exports, or use captive insurance companies. New transnational insurance companies in Europe are likely to set about trying to win business from such firms.

The ability to operate across borders will allow them to offer whole packages of domestic and export credit insurance. The total European market in credit insurance could grow as a result.

Meanwhile, uncertainty continues to dog the market for medium-term export finance. Not only are export credit

agencies coming under increasing pressure to forgive some of the debts they were saddled with in the wake of the debt crisis. There are also new discussions in the Organisation for Economic Co-operation and Development about reducing the subsidies inherent in official export credit finance. And the European Commission authorities responsible for competition have begun an inquiry into the effect of export credit agencies in subsidising large companies.

The effect of all these changes is likely to make export credit agencies less important in future as vehicles for supporting trade finance, some bankers argue.

But there is widespread disagreement about their likely future role and the pattern could vary from country to country.

While Britain is poised to introduce tough new actuarial

**IN THIS SURVEY**

<b>Export credit agencies: solution too grim to contemplate</b>	<b>UK's Export Credits Guarantee Department: the logic of privatisation</b>
<b>Multilateral Investment Guarantee Agency: profile</b>	<b>2</b>
<b>Impact of the single market: catalyst for the short term</b>	
<b>Factoring: importers see the light</b>	
<b>Debt conversions: Chile gets it right</b>	<b>3</b>
<b>Tied aid: new drive on mixed credits</b>	
<b>International Finance Corporation: profile</b>	
<b>Advice for small exporters: reducing the risks</b>	<b>4</b>
<b>East-West trade: how to finance the deals</b>	
<b>Countertrade: future in doubt</b>	
<b>Forwarding: recovery may be on way</b>	

**Illustration: Robin MacFarlane**

**Editorial production: Gabriel Bowman**

controls on the ECGD project group, which insures medium and long-term capital goods exports, Japan, Germany and France have been only too willing to restore export credit cover for Poland.

One solution for banks operating in medium-term export credit has been to follow the market, and arrange credits in support of exports from countries whose credit agencies are the most liberal in providing cover. Mr Philip Hills, head of Midland Montagu Trade Finance, says that his bank is placing greater emphasis on continental European business.

The new network of industrial links which has sprung up in recent years in the world capital goods industry is also encouraging this, he says. The alliance between GEC and Alsthom in power generation has introduced an important French link into finance techniques.

Other bankers, such as Mr Colin Berry of Morgan Grenfell, say traditional bread-and-butter export credit are now less important. Increasingly, a broad range of financial engineering techniques is coming into play, in which the secret lies in re-apportioning the risk inherent in lending.

Banque Paribas, for example, last year used long-term commodity swaps to help encourage banks into a \$2bn loan it was arranging for a private sector Mexican copper company. The effect was to dilute the Mexican payments risk and make it more

acceptable. Spreading the lending risk has also entailed a greater emphasis on the role of direct foreign investment, which is expected to play a key role in developing Eastern European economies.

Hitherto low profile government agencies, such as OPIC, the US investment insurance agency, are being revitalised to cope with this. Companies wishing to establish a presence in markets with less than pristine credit standing are often having to take on a share of the risk.

This does not mean that export credit agencies no longer have a role to play. But their role is changing and they will become just one option among many for businesses needing trade finance.

Though Lloyd's, the private insurance market, has started offering banks medium-term policies which it instead of its borrowers can administer, the private market remains limited in scope and often cannot offer cover for more than three years.

Government export credit agencies, says one specialist, are in the business of undertaking large lumps of insurance in a small number of markets, without any recourse to reinsurance. This is something the private sector cannot do. There will still be a demand for such insurance, and most governments will continue to provide it, even if many have become more cautious in the wake of the debt crisis.

# AFTER 150 YEARS THERE AREN'T MANY PLACES IN THE WORLD WHERE WE HAVEN'T COMPLETED A DEAL.

In many ways not a lot has changed since we first ventured overseas around 150 years ago. Except of course the number of places where we now operate.

By 1840 we had already set up agency agreements in the USA and in Australia, Canada and India. It's a far cry from those early days but we are still ahead of the pack, building our business on a proven track record and sound client relationships.

The results speak for themselves. In recent years we have put together trade finance packages in most corners of the world. Many have been unusual, a feature that brings out the best in us.

The diversity of the deals we finance is evidence of our versatility. They range from the supply of telephone systems for Mexico to the building of a stretch of the Anatolian Highway in Turkey, from the export of buses to Hong Kong (vital in a

city with nearly six million inhabitants), to the conversion of Vodka factories to cereal production in the USSR (Na Zdarovye!).

If you would like to know how we can help you, please contact us at the address below.

Who knows, we might find ourselves in a corner of the world where we haven't yet completed a deal.



Midland Montagu Trade Finance

110 CANNON STREET, LONDON EC4N 6AA. TELEPHONE 071 260 6000.

MIDLAND MONTAGU IS THE INTERNATIONAL AND INVESTMENT BANKING ARM OF MIDLAND GROUP ISSUED BY MIDLAND BANK PLC. A MEMBER OF IMRO AND AFBD.

## EXPORT FINANCE 2

The problems of the export credit agencies

## A radical solution may be too grim to contemplate

EIGHT YEARS after Mexico announced a moratorium on its official debt, sparking the global debt crisis, the spectre of sovereign debt still haunts the OECD export credit agencies (ECAs).

Most have chalked up losses from claims sufficient to cause the most poker-faced finance minister to blanch, and the full cost may not be known for several years, given the likelihood of continued rescheduling and unforeseeable interest rate movements. That assumes, of course, that there is no mass write-off of debts – and it is a reasonable assumption.

The ECAs' problems derive from a complex amalgam of political and commercial factors. On the one hand, they followed, arguably with abandon, the excesses of the commercial banks in the 1960s and 1970s. On the other, as the tool of government foreign and trade policy, their cautious attitude is more explicable – not that that helps some of them in their relationships with their respective governments.

The political implications of solutions involving write-offs and the withdrawal of cover are considerable for both governments and agencies. But the costs of the debt have risen so that some governments are signalling that they have reached the limit of their loss tolerance and want their agencies to operate on a more commercial basis.

The debate about ECA losses is bound closely to the general debate on the future of official export credit guarantees. Moves, particularly in Europe, to remove the task of export support from central government – as has been seen recently with the more profitable short-term divisions in France, Italy and the UK – have been caused not just by the debt crisis, but also by the high cost of interest rate support (the difference paid out to commercial banks between their costs of borrowing and the fixed rate cost of ECA credits).

Measures taken so far to limit further damage – such as the removal of cover and limited attempts at refinancing debt to reduce interest rates, for example, through vehicles such as the UK's Guaranteed Export Financing Corporation – have only scratched the surface.

However, the most recent moves, in the form of debt write-offs by Italy and West Germany, for example, and large increases in loan loss provisions – to £4.15bn by the UK's Export Credit Guarantee Department (ECGD) and to \$4.6bn by the Export-Import Bank of the US (Eximbank) – have been taken as a sign that the problem is, at last, being addressed. But the write-offs have been small and rare, and Eximbank's provisions, anyway, only on

the figure should be nearer \$690m.

Provisioning is not, however, widespread. Many of the agencies – for example Italy's SACE, France's Coface and West Germany's Hermes – still do not make provisions, due largely to the nature of the agency/government relationship. Hermes, for example, does not have to provision, as its budget is met directly from government funding.

The Export-Import Bank of Japan (Jxim), Japan's official provider of export credits, is a different case again. Only about 10 per cent of Jxim business is accounted for by export credits; the bank's main role now is to disburse

### Some governments are signalling that they have reached the limit of their loss tolerance and want their agencies to operate on a more commercial basis

paper, rather than a cash transaction.

Provisioning, however, is not a recognition on the part of the ECAs that their losses will not be recovered officially; they recognise the fact that they will be repaid, but, according to at least one Eximbank official, so far in the future that the value will be severely impaired.

In contrast, the view that the losses are ultimately irrecoverable is being increasingly accepted by government auditors, as well as by commercial banks, which have increased their provisions to levels of 50 per cent and more.

Canada's Export Development Corporation (EDC) which, like Eximbank, is a financing institution as well as an insurer and like Eximbank believes – at least officially – it will be repaid, is currently involved in a contentious with the country's Auditor General on the matter of loss provisions. The agency has set aside \$327.5m for possible losses, or 40 per cent of the \$936.9m it describes as "non-current" loans: the Auditor believes

about half the funds available under the trade surplus recycling programme, the so-called Nakasone facility.

The bank makes a profit on its total operations, and, despite general loss provisions of about 0.8 per cent of outstanding loans, has not yet made special provisions for trade loss, though it has a sizeable non-performing assets. But Jxim officials admit that soon even they may have to formulate some policy in response to the debt problem.

The ECAs remain to a degree in the same old trap: that they must at least be seen to guarantee payment as many markets as possible – hence the apparent trend of the past year to return to cover on many markets – while still grappling with the residual problem of debt provisioning.

They have sought to limit individual exposure through joint funding and insurance, particularly popular with the Nordic agencies – and most recently some have been making progress on a long time to come.

Niamh Kenny  
The writer is assistant editor,  
International Trade Finance

*With its 10-member workforce serving 86 countries, the bank is a new comer to the World Bank group. Established in April 1988, Miga set out to promote foreign investment by supplementing national investment guarantee schemes and private political risk insurers – with two briefs in hand:*

*• to provide guarantees against currency transfer, expropriation, war, revolution or civil disturbance and breach of contract risks;*

*• to offer advisory services to developing members on means of improving their foreign investment climates.*

Thus far, the Foreign Investment Advisory Service, which got a head-start 4½ years ago as a creation of the World Bank's International Finance Corporation, has had more takers than the guarantees. Now a joint venture between Miga and the IFC, FIAS is active this year in 25 countries, where it assists governments to develop investment laws, policies and pro-

grammes and institutions which promote and regulate foreign investment.

Miga's advisers have held large promotional seminars, studied impediments to investment, and assisted in restructuring specific projects. FIAS helped China, its first client, draft its joint venture laws and last year was called in again to grapple with a foreign exchange problem.

With its insistence that joint ventures with foreigners earn all the foreign exchanged needed, China had been having difficulty attracting high technology foreign investment. This was particularly disastrous for high tech projects which generally aim to yield exports.

Under FIAS guidance, China agreed to establish an integrated national secondary market in foreign exchange, allowing ventures to buy the exchange it needs at real market value.

Indonesia was set to work on a new mechanism to make land available for plantation agriculture; Togo is creating an investment regime with free trade zones.

Mr Ghassan El-Rifai, vice-president responsible for advisory services, expressed satisfaction with the diversified group of FIAS clients, ranging from Yemen, Egypt and Saudi Arabia to Chile, Senegal and Ghana. Missing from the line-up, however, are the big three of Latin America: Mexico, Brazil and Argentina.

rescheduled, particularly by Nigeria where uncovered debts could amount to around \$100m. • how far it will release its business. The Government has promised a reinsurance limit for political risk for the first three years. Thereafter, it will be up to the privatised company to make its own arrangements. This has led to some confusion over its capital structure and its need to build up reserves.

• how to split the support services in areas like computing, which currently back up both the short-term insurance division and ECGD's project group, which insures long-term credit for capital goods exports and is to remain a government department;

• the transfer of civil servants to the private sector. This is not as simple as it seems and involves some decisions that could affect the price the Government receives.

A merger of Trade Indemnity and ECGD's insurance group, for example, would dominate the UK market for credit insurance (though the merged company would still face competition in Europe). One way of mitigating

Assuming that a trade sale turns out to be the preferred approach, Samuel Montague is expected to prepare an information memorandum dealing with these questions by the early autumn. This will flush out bidders genuinely interested in buying the company.

One of the most intriguing questions is how the Government would deal with any foreign bidders. According to some experts, this poses a particular reinsurance problem. The UK would be reluctant to let a foreign company own itself of a UK government political risk reinsurance facility during the transition period. Equally, British exporters might feel themselves at a disadvantage if they were obliged to seek insurance from a European company that traditionally reinsurance political risk with its own government.

This would be the case if ECGD were bought by a European agency such as NCM of Holland or Hermes of West Germany. Both companies have been rumoured bidders, though they deny any current interest.

Mr Nigel Bowditch, managing director of the Credit Insurance Association, London, says:

"I see the potential for conflict of interest unless, of course, an insurance company such as Allianz takes the reinsurance problem off the British Government's hands."

Other experts are more sanguine about reinsurance, which they consider a technical problem. The real test will be to assess whether Britain would be happy with the final buyer. This, as much as price, will be a major factor in the ultimate decision.

Peter Montague

### BRITAIN'S ECGD

## The logic of privatisation

A YEAR from now, the Export Credit Guarantee Department is likely to have been transformed out of all recognition if the Government keeps to the schedule for privatising its short-term credit insurance business which it announced last December.

The plan, announced by Mr Nicholas Ridley, Trade and Industry Secretary, calls for ECGD's short-term insurance division, based in Cardiff, to be vested as a separate government company by April 1991. Privatisation is set to follow shortly thereafter.

The plan, announced by Mr Nicholas Ridley, Trade and Industry Secretary, calls for ECGD's short-term insurance division, based in Cardiff, to be vested as a separate government company by April 1991. Privatisation is set to follow shortly thereafter.

Legislation to provide for these changes has not yet been introduced till late this year, but already ECGD and its advisers, the merchant bank Samuel Montague, are working on the details.

The decision to privatise ECGD's short-term business is a logical consequence of the opening up of a European-wide credit insurance market in connection with the Community's 1992 single market development.

ECGD's short-term business saw its premiums rise by some 11 per cent to roughly £15.2bn in the year to last April, the industry estimates. Though it will be several months before audited figures are available, premium income is thought to have risen by around 7 per cent to roughly £7.5bn.

With this volume, it is generally accepted that the short-term business can stand on its own feet. But, to reap the full benefits of its investment in information technology and to reach the critical mass needed to prosper in the more competitive market conditions likely in Europe after 1992, ECGD will have to sell off its narrow traditional business of insuring only British exports.

Without access to a broader market, ECGD would be unable to compete on equal terms with other European insurance companies, which are already starting to poach its UK business. That meant, however, that it could no longer remain simply a department of government dedicated to the support of British exports. Legislation converting its insurance services division into a separate company was needed to allow it to enter business both in Europe and on the domestic UK market. Privatisation was the obvious solution.

Already both Trade Indemnity, the largest operator in the domestic credit insurance market, and Sun Alliance have publicly expressed an interest in buying the business. Privately, UK insurance companies involved in insurance, financial services and exporting have also shown interest, either individually or as part of a potential consortium.

Even when the decision on how to proceed is taken, some technical points – each affecting the price which the ECGD will fetch – remain to be resolved. Until then, nobody concerned is yet prepared even to indicate what the sale is likely to fetch. Among the technical problems are:

• whether the privatised company should retain on its books short-term debt which has been

yet been made on whether this will happen through a stock market flotation or a so-called "trade sale" with competitive bidding from companies or consortia.

What is already clear is that two possible routes are unlikely.

One would be a conventional management buy-out, which is thought to be inappropriate for an insurance company because it would almost certainly involve very high gearing. This does not, however, preclude ECGD's management being involved in the market development.

The other unlikely route would involve the selection by the Gov-

### TRADING ACCOUNT for the year ended March 31 1989

	1988-89	1987-88
	£m	£m
Premium income	191.1	140.6
Movement on provisions for claims	(769.5)	(212.6)
Administration and trading expenses	(49.2)	(48.5)
Underwriting result	(627.6)	(118.5)
Net interest	107.9	121.0
Result before currency movements	(519.7)	2.5
Foreign exchange adjustment	78.8	(88.3)
Deficit for the year	(440.9)	(85.8)
Cumulative deficit brought forward	(251.7)	(165.9)
Cumulative deficit carried forward	(692.6)	(251.7)

Source: ECGD

overnment of a single favoured negotiating partner. Such an approach is seen as likely to yield a poor value for money especially after the difficulties encountered by the Government in the wake of its sale of the Rover Group to British Aerospace.

Trade Indemnity itself argues that there will still be competition at the European level as well as from European companies operating in the UK. Mr Richard Dugan, its managing director, says that if Trade Indemnity did buy ECGD's Cardiff division, it would want to run it together with its own operations. Otherwise, there would be no benefit from economies of scale.

Even when the decision on how to proceed is taken, some technical points – each affecting the price which the ECGD will fetch – remain to be resolved. Until then, nobody concerned is yet prepared even to indicate what the sale is likely to fetch. Among the technical problems are:

• whether the privatised company should retain on its books short-term debt which has been

Nancy Dunne profiles the Multilateral Investment Guarantee Agency

## Easing the path to investment

MIGA, the Multilateral Investment Guarantee Agency, was first conceived 42 years ago within the World Bank group. But it took the 1980s debt crisis, the virtual full stop in commercial bank lending, stagnation in the Third World economies and the Reagan Administration's adherence to the private sector's role in development to bring the agency into existence.

With its 10-member workforce serving 86 countries, the bank is a new comer to the World Bank group.

Established in April 1988, Miga set out to promote foreign investment by supplementing national investment guarantee schemes and private political risk insurers – with two briefs in hand:

• to provide guarantees against currency transfer, expropriation, war, revolution or civil disturbance and breach of contract risks;

• to offer advisory services to developing members on means of improving their foreign investment climates.

Thus far, the Foreign Investment Advisory Service, which got a head-start 4½ years ago as a creation of the World Bank's International Finance Corporation, has had more takers than the guarantees.

Now a joint venture between Miga and the IFC, FIAS is active this year in 25 countries, where it assists governments to develop investment laws, policies and pro-

grammes and institutions which promote and regulate foreign investment.

Miga's advisers have held large promotional seminars, studied impediments to investment, and assisted in restructuring specific projects. FIAS helped China, its first client, draft its joint venture laws and last year was called in again to grapple with a foreign exchange problem.

With its insistence that joint ventures with foreigners earn all the foreign exchanged needed, China had been having difficulty attracting high technology foreign investment. This was particularly disastrous for high tech projects which generally aim to yield exports.

Under FIAS guidance, China agreed to establish an integrated national secondary market in foreign exchange, allowing ventures to buy the exchange it needs at real market value.

Indonesia was set to work on a new mechanism to make land available for plantation agriculture; Togo is creating an investment regime with free trade zones.

Mr Ghassan El-Rifai, vice-president responsible for advisory services, expressed satisfaction with the diversified group of FIAS clients, ranging from Yemen, Egypt and Saudi Arabia to Chile, Senegal and Ghana. Missing from the line-up, however, are the big three of Latin America: Mexico, Brazil and Argentina.

Mr El-Rifai holds out hope that Argentina will join up, bringing in Brazil, but he says the three Latin governments are reluctant to accept the idea of any international arbitration over disputed areas in their countries, a Miga requirement.

Miga announced its first – and thus far, only – completed investment insurance underwriting in January when it signed a \$50m contract for Freeport McMoRan Copper & Brass, a US firm, against war and breach of contract risks in Indonesia. Applications have been received, but two other major proposals – one in Eastern Europe and a Canadian mining project in Chile – are expected to reach fruition in this fiscal year, ending June 30.

The agency will insure up to 90 per cent of an investment up to the current limit of \$500m. In these early years, officials expect to leverage subscriber capital – now at \$760m – to about \$1bn. However, Mr Leigh Hollywood, vice-president, guarantees, expects the leverage ratio to reach 3:1 in five years.

"Additionality" has become the open term at Miga, where guarantees can be written only for new projects or expansions of existing ones. While emphasising investment in the developing countries, the agency is also encouraging investment among all its member countries.

### COUNTRY RISK SERVICE from The Economist Intelligence Unit

DISCOVER THE MULTILATERAL INVESTMENT GUARANTEE IN BRIEF

FOR FREE

CALL 011 843 3000 OR FAX 011 843 3001

OR WRITE TO: ROSELLA BISOLI, COUNTRY RISK SERVICE, THE ECONOMIST INTELLIGENCE UNIT, 40 DUKE STREET, LONDON, W1A 1DW, UNITED KINGDOM

TELE: (44 71) 493 6711 FAX: (44 71) 493 9767

FAX: (44 71) 493 6711

TELE: (44 71) 493 9767

## DEBT CONVERSIONS

**Chile gets it right**

USE of debt-equity swaps to encourage foreign investment has been used widely in Chile probably anywhere else in the world.

Indeed, the success of its equity programme – has played a significant role in lowering its external and some role in encouraging inward investment – meant that it has almost course. The programme helped to reduce the level of eligible debt from \$1 to \$5bn since its launch. And much of the \$5bn medium and long-term debt commercial banks cannot lend.

Now Chile has organised a programme suggests that monetary creation resulting in debt-equity swaps can be avoided. Inflation, though inflation is rising rapidly as a consequence of a boom, the country as the lowest rate in America.

However, as Mexican officials explain their opposition to debt-equity swaps point out if the monetary creation can be neutralised – with the sale of government bonds – this elevates rates. That potentially other investment – where there are privatisations – when the monetary offset by a shift of from the public to the sector – is there agreement that debt-conversions are not necessary.

In context, the government of Brazil and Argentina, America's largest and largest foreign debtors, elected to use debt-equity extensively in their bigisation programmes. A reason many dislike swaps is the subsidy they offer for foreign investors. programmes in effect a two-tier exchange often criticised by the International Monetary Fund, linked to the issue of stability – the extent to debt-equity conversions are investment that have occurred anyway.

question is particularly in the case of debt swaps. Few of these are actively pursued, by one of the most in Peru's. That is since Peru has not been able to service its bank debt, for example, it completed 40 debt swaps in Peru last year. First Chicago gave some \$20m in cash for textiles, beer, vegetables, frozen fish, and alpaca, according to the International Trade newsletter.

These operations are all amounts and often the combination of goods copper, fish, with others that are marketable. However, the swaps in the way for a not servicing its debt – the swap of one of its

benefits – the saving on a country's debt servicing bill. The danger is therefore greater that the debt-for-goods swap – unless it is accompanied by some cash payment – deprives the country of hard cash without any offsetting benefit.

The use by Chile of debt conversions in project finance has been more sophisticated, however. For example, a \$570m cellulose and paper venture, called Celulosa del Pacifico,

**That suggests Poland could be the centre of debt-equity activity**

provides an example of how debt conversions can be used to encourage other inward investment flows.

The venture is a joint effort between Simpson Paper, a privately-held US company based in Seattle, CMPC, the Chilean pulp and paper company and the International Financial Corporation, which has been instrumental in putting together a number of such financings.

The capital for this has been put together like this:

• Equity – \$30m provided by CMPC, \$30m by Simpsons through a debt-equity swap and \$10m from the IPC.

• Cumulative preferred shares – a syndicate of six banks provided \$225m of finance through converting of foreign debt. This will initially be in the form of a fixed-rate note for the 30-month construction period. This will then convert into preferred shares paying dividends related to the international price of pulp.

This was the largest such conversion in Chile and one of the largest ever effected in Latin America.

• Senior debt – \$217m of funds provided by senior lenders, including the IFC, development and export agencies in several countries and commercial banks.

The exercise, which would reduce Chile's foreign debt by about \$350m, also provides it with an export-oriented paper project and significant inward investment.

One argument against the use of debt conversions is that they encourage foreign investors to postpone investment decisions until a suitable subsidy arrives. The Chilean experience suggests otherwise. As the Celulosa del Pacifico deal was being put together, so was a \$600m financing package for another export-oriented pulp plant in which there was no debt-equity component.

The potential importance of debt-equity conversions from the point of view of capital-importing countries has been heightened by the drying up of balance of payments lending by banks to developing countries. This has increased the emphasis in many countries on putting in place conditions that suit foreign investors. The Brady initiative to lower the debt burdens of highly-indebted developing countries

provides an example of how debt conversions can be used to encourage other inward investment flows.

The venture is a joint effort between Simpson Paper, a privately-held US company based in Seattle, CMPC, the Chilean pulp and paper company and the International Financial Corporation, which has been instrumental in putting together a number of such financings.

The capital for this has been put together like this:

• Equity – \$30m provided by CMPC, \$30m by Simpsons through a debt-equity swap and \$10m from the IPC.

• Cumulative preferred shares – a syndicate of six banks provided \$225m of finance through converting of foreign debt. This will initially be in the form of a fixed-rate note for the 30-month construction period. This will then convert into preferred shares paying dividends related to the international price of pulp.

This was the largest such conversion in Chile and one of the largest ever effected in Latin America.

• Senior debt – \$217m of funds provided by senior lenders, including the IFC, development and export agencies in several countries and commercial banks.

The exercise, which would reduce Chile's foreign debt by about \$350m, also provides it with an export-oriented paper project and significant inward investment.

One argument against the use of debt conversions is that they encourage foreign investors to postpone investment decisions until a suitable subsidy arrives. The Chilean experience suggests otherwise. As the Celulosa del Pacifico deal was being put together, so was a \$600m financing package for another export-oriented pulp plant in which there was no debt-equity component.

The potential importance of debt-equity conversions from the point of view of capital-importing countries has been heightened by the drying up of balance of payments lending by banks to developing countries. This has increased the emphasis in many countries on putting in place conditions that suit foreign investors. The Brady initiative to lower the debt burdens of highly-indebted developing countries

## FACTORING

**Exporters see the light**

NC IS beginning to gain as a means of financing national trade. It has and struggle to become in the face of competition traditional methods of export finance but the use of factoring in sales has given a boost to exports.

Worldwide volume of factoring rose by 22 per cent in 1988, according to Chain International, main international factoring associations. This comes an 18 per cent rise in worldwide volume of domestic o \$175.3bn.

Exporters are the most users of export factoring business worth a year, followed by the with \$2.15bn, the \$1.03bn and the £1.03bn.

UK increasing competitive area of domestic factoring a number of factors broadening the range they offer. Several plan into export factoring exit agencies are also greater interest with the British private insurer, taking a 50% stake in Haff Factors.

factoring works in a way to the domestic s a method of financing v's business by using invoices issued to customers closely monitoring a sales ledger the factor's funds against an a bank manager riskier too risky. or provides three services, he can provide cash up to 85 per cent of his client's invoices

Charles Batchelor

THE PLANNED European Single Market of 1992 has been "a catalyst for very radical changes," says Mr Malcolm Stephens, chief executive of the Export Credit Guarantee Department and president of the International Union of Credit & Investment Insurers, usually known as the Berne Union. From 1992 there is a general expectation, if not presumption, that state credit insurers should play no part in intra-EC trade and short-term finance.

Much of the risk in EC markets is corporate, rather than sovereign borrowing on which export credit activity is focused outside the OECD area. As governments question whether it is their role to insure corporate risk, they are aligning themselves to differentiator more sharply between the short-term corporate risk prevalent in EC operations and the medium-long-term support needed elsewhere.

In some cases, like Belgium's Office National du Ducre, this is apparently to be limited to setting up a separate autonomous division to handle short-term cover. In its most radical form, total privatisation is envisaged – a process led by the ECGD, whose Cardiff-based Insurance Services Division is to be privatised.

However, it is too early to see widespread use of the concept. The problem for many considering any equity investment at this stage is the lack of a legal and accounting framework that recognises property rights and can provide for bankruptcy.

Stephen Fidler  
Euromarkets Correspondent

Jon Marks on the impact of the single market

**Catalyst for the short term**

Malcolm Stephens of the ECGD

role – the Insurance Corporation of Ireland – has gone to foreign buyers. After collapsing in 1985, it was sold in 1989 to Assurance Generale de France, a mainly state-owned French company with holdings in Coface and Banque Francaise du Commerce Exterieur.

The single market also involves a harmonisation of business norms and procedures which will not leave the medium-long-term export credit market untouched. European ECAs have developed in their own ways and have distinctive corporate cultures which would not easily come together, as some of the radical European unionists want, into a single EC agency.

However, in the run-up to 1992 – and the July 1990 directive – there is a conflict between those who seek to widen their portfolios and those who are committed to short-term cover. In its most radical form, total privatisation is envisaged – a process led by the ECGD, whose Cardiff-based Insurance Services Division is to be privatised.

However, it is too early to see widespread use of the concept.

The problem for many considering any equity investment at this stage is the lack of a legal and accounting framework that recognises property rights and can provide for bankruptcy.

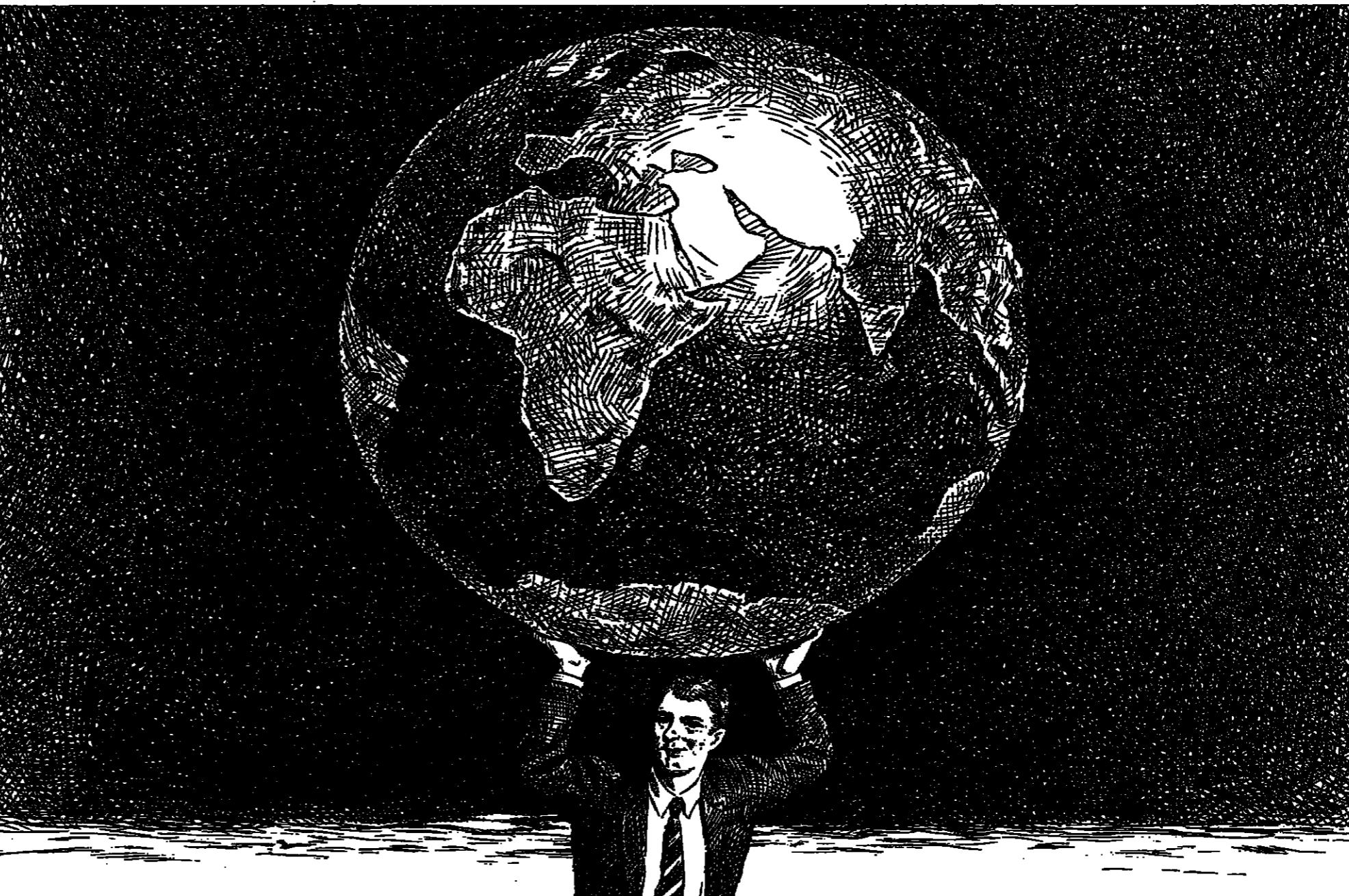
Stephen Fidler  
Euromarkets Correspondent

statement of intent. Studies are still under way into various options for the SACE/SIAC tie-up, which include SACE retaining its full commercial risk portfolio as well as SIAC taking over the management of EC short-term risk.

Officials in Rome indicate it is unlikely that any decision will be taken this year, and perhaps not until the advent of the single market itself.

Similar moves are afoot in Portugal, and in Spain where Compania Espanola de Seguro de Crédito a la Exportación (CESCE) is to lose its monopoly of credit insurance even before a new export insurance law is introduced this summer. But it is likely that CESCE will be able to compete with private insurers in sectors from which it was previously excluded.

In France Coface looks set to remain a major tool of government intervention in key overseas markets. However, even Coface is evolving to meet the demands of change in Europe. In January, Coface stopped receiving commercial and political risk guarantees from the Government. The export French exporters selling to clients in the EC. This means a further impetus for French exporters to use private insurance as Coface premiums will probably rise.



*We're going from strength to strength.*

You may have heard that things are changing at ECGD.

Well, that's nothing new.

Change is part of our philosophy and over the last three years we have been evolving and continually improving the service we provide.

Our wealth of experience combined with the latest technology has made us faster than ever.

We can now respond to 80% of credit limit requests within 24 hours.

So, if you'd like to hear how we can help develop your export business, please call us on 0222 824824.

You'll find that, in an increasingly competitive market place, our support can make the world of difference.

**ECGD**  
Insurance Services

## EXPORT FINANCE 4

Profile: International Finance Corporation

## Umbrella of protection

WITH ANNUAL investment in developing country projects now approaching \$2bn a year, the International Finance Corporation is becoming a significant player in project finance.

An arm of the World Bank that was relatively little-known before the debt crisis cut off other sources of funds, the IFC is devoted to financing private sector enterprise. As such, its philosophy is in tune with the emphasis now being placed on private sector funding and ownership for projects in many parts of the world.

"Latin America is full of very clever businessmen who have some very good projects," says Mr Francis Hamilton, IFC's manager in charge of loan syndications.

In connection with the World Bank, means that the IFC can finance some of the projects even though other lenders or investors might look askance because of the country's risk.

Unlike commercial banks, it also regularly offers equity and fixed rate finance.

The IFC is allowed to finance only 25 per cent of the total costs of any given project and normally makes its contributions in a combination of equity and loan finance. But to add to its leverage, it also syndicates loans with the international commercial banking community.

In its last financial year (to June 1989), its net investments in projects were \$1.3bn, but it augmented this through loan syndications, making a total gross commitment of \$1.7bn that went to finance projects costing an average \$9.7bn.

The IFC is able to persuade other banks to subscribe to its project loans because, as a member of the World Bank group, it does not reschedule debts. It thus provides its fellow lenders with an umbrella of protection against country risk, enabling them to lend in parts of the world that would otherwise be out of bounds.

Both the banks and the IFC do

of course take a commercial risk on the project turning out to be successful. If it fails, they will lose their money.

Because of this, the IFC undertakes a rigorous appraisal of projects with which it becomes involved. Its board can take a long time to approve a project. This can irritate commercial bankers who are used to quick decisions. They sometimes accuse the IFC of being too bureaucratic.

However, the advantage that it brings to the table is security against rescheduling. Recognising this, the Bank of England and the French banking authorities have recently agreed to extend loans in which the IFC is a participant from the compulsory loan-loss provision requirements normally applied to developing countries.

The IFC's imprimatur can also help bring official export credit agencies into a project, although its relationship with these institutions is rather more complicated than with commercial banks.

While export credit agencies normally expect to deal with governments, the IFC is not permitted to. The agencies also find themselves caught up in debt rescheduling which the IFC does not.

The IFC and commercial bank contributions to a given project are normally put together as one package in which all lenders enjoy equal rights, but the contribution guaranteed by export credit agencies therefore has to be assembled at arm's length. Because there is a

CHANGES TO the international rules governing export credits and tied aid, now under discussion in the Organisation for Economic Co-operation and Development, could dramatically alter the framework under which commercial banks now arrange long-term export credit finance for their customers.

The changes are expected to lead to a fresh package of rules around a year from now, but already the likely outlines are clear.

They are expected to include fresh restraints on the practice, prevalent in some industrial countries, of sweetening export credits with aid money to make them more attractive to borrowers, and further cutbacks on the routine interest rate subsidies which may be paid to middle income and poor developing countries.

The talks were launched following the OECD ministerial meeting last year after pressure from the US and Canada. Both countries were worried that previous attempts to curb mixed credits had failed.

However, it is in the traditions of the OECD consensus on export credits that negotiations to correct such a specific problem will inevitably involve a fresh look at the entire spectrum of rules in this area. This has raised the possibility of cuts in the separate interest rate subsidies which may be applied to export credits. Such cuts would pose a major challenge for the commercial banking industry in its efforts to make cheap finance available in support of trade.

Though the final outcome of the OECD talks is still unclear, many bankers believe it is likely to lead to the elimination of routine interest rate subsidies to middle income countries and a severe cutback on those available to poorest countries. In most cases, officially-backed fixed rate finance would be permitted only at market rates of interest as defined by the OECD through its Commercial Interest Reference Rate formula, which is linked to government bond yields.

By contrast, countries whose domestic capital markets do not offer very long-term funding

Peter Montagnon looks at the international rules on tied aid

## New drive on mixed credits

### Minimum interest rates on export credits

Credit to:

**Developing countries**

2-5 year maturity      1980      7.75%      1990      10.15%

5-8½ year maturity      1980      8.0%      1990      10.15%

\* Rates applying up to July 1988 since when subsidisation has been banned and all credits must be at market rates.

**Industrialised countries**

2-5 year maturity      1980      7.25%      1990      9.15%

5-8½ year maturity      1980      7.75%      1990      9.65%

**Source: OECD**

tend to oppose the idea, but if it did catch on, the role of the export credit agencies might become much more concerned with extending the maturity of available credit than simply reducing current servicing costs.

Meanwhile, the latest talks have been complicated by a US proposal that tied aid credits should be banned altogether on projects relating to certain sensitive sectors.

The most frequently cited of these is telecommunications. The World Bank routinely lends for telecommunications development. This is seen as important for poorer countries if they want to link into the global market, attract foreign investment and exploit the natural advantages many of them enjoy in processing. Yet, though it considers that this is an argument for making aid available, the US argues that the use of tied aid credits in telecommunications permits countries with large state budgets and deep pockets to buy into the market.

According to US officials, similar arguments apply in other

sectors which they regard as having been "spoiled" for competition by tied aid. These include transport, power generation and parts of the construction industry. It also wants to ban tied aid credits in the steel plant sector because there is a world overcapacity in steel and there is no point in subsidising the creation of additional plant.

However, the European Community's reply to the US sectoral approach was that the EC would also need to include the farm export credits provided by the US Commodity Credit Corporation and which are a staple part of its agricultural export effort.

This caused an impasse, lasting several months, in the talks. The US declined to discuss such a politically sensitive subject in the OECD consensus, while broader talks on cutting farm subsidies were also going on in the Uruguay Round of the General Agreement on Tariffs and Trade. The EC said that, if the US insisted on setting the agenda, there was no point in negotiating.

### Charles Batchelor's advice for small exporters

## Risks can be reduced

SHAW Moisture Meters, a Bradford-based supplier of equipment for measuring moisture in gases, has been considering an innovative way of increasing its exports to the Soviet Union.

Faced with Soviet shortages of hard currency, Mr David Parker, Shaw's managing director, has weighed up the possibility of selling through his agent in India. The Soviets would pay for the equipment in rupees - of which they have no shortage - while the Indian agent would in turn pay Shaw in sterling.

Shaw may be unusual among small companies - it has sales of £3m and a workforce of 14 - in being prepared to go to these lengths to gain export orders, but winning and getting paid for foreign orders can often require a degree of ingenuity. One small British supplier of food processing and freezing systems has in the past turned to a German bank to finance sales to Eastern Europe when British banks were reluctant to provide the necessary credits.

The opening up of Eastern Europe may provide new business opportunities for Western companies but at the same time it will place extra demands on their finances and their export administration systems. Obtaining prompt payment from countries which are still struggling to shake off the effects of 45 years of centralised bureaucracies is bound to bring its problems.

At the same time, increasing trade between the members of the European Community is established over the next few years will bring with it the need to manage a greater volume of exports.

Pressure may be growing for Britain to join the European Monetary System but for the foreseeable future businesses will be forced to take account of volatile foreign exchange rates. Managing currency fluctuations is difficult enough for large experienced exporters - large Stock Exchange-listed companies frequently report annual currency losses running into many millions of pounds - and is even more of a headache for the smaller exporter.

Price lists denominated in sterling have been the answer in the past but exporters are increasingly realising that to compete they must quote for business in their prospective customer's currency. There are several ways of protecting against the risks involved:

□ Currency accounts. An exporter who buys and sells in the same foreign currency can reduce his exposure to fluctuation by opening a bank account in that currency. Sales can be netted off against purchases, leaving only the balance at risk of adverse currency movements.

□ Forward exchange contracts allow an exporter to fix the rate at which future payments in foreign currency will be converted

Even when a customer is prompt in making payment, the inefficiencies of the transfer system can lead to long delays. These can be avoided by arranging for foreign customers to use Swift (the Society for Worldwide Interbank Financial Telecommunications) to make payments. Transfers are made by computer or telex, reducing the waiting time for the cash to reach the exporter's account to between 48 and 72 hours. Swift transfers must be arranged in advance, however, so that the payment reaches the right account at the right branch.

Exporters have a wide range of possible payment methods at their disposal. They may ask for payment in advance from unfamiliar customers, though few customers like to pay with no guarantee of delivery.

Documentary letters of credit represent a reasonably secure method of arranging payment, but great care must be taken to make sure the information on the letter of credit matches the one involved or other documents. One recent survey showed 60 per cent of letters of credit were returned by banks when first presented because of apparent inconsistencies.

Bills of exchange are similar in principle to a post-dated cheque and are less secure than letters of credit. Open account terms may be used with trusted customers who can be expected to pay by the agreed date. Factoring (see separate article) provides another method of both securing payment and handing a lot of the tiresome detail over to an expert.

Dealing with the paperwork involved in exports is a chore but it is one which needs to be done with care if problems are to be avoided.

*Useful reading: *Small Business Exporter* for Small Businesses by David Rogers (Lotto and The Royal Bank of Scotland, £4.95); *The Barclays Guide to International Trade for the Small Business* by John Wilson (Blackwell, £5.95).*

### FINANCIAL TIMES 150 RELATED SURVEYS

#### EASTERN EUROPE IN FERMENT THE NORDIC REGIONS & 1992

SOVIET UNION  
FOREIGN EXCHANGE  
TAIWAN'S ECONOMIC OPENING  
TO THE WORLD

US FINANCE & INVESTMENT  
REDRAWING THE MAP OF EUROPE

SETTLEMENTS & GLOBAL CUSTODY

ITALIAN INDUSTRY  
JAPANESE INDUSTRY

YUGOSLAVIAN TRADE & INDUSTRY

FOR ADVERTISING INFORMATION CALL 071 573 3699

FOR EXPORT INFORMATION CALL 071 573 4090

January 24

February 21

March 12

May 14

May 17

June

July

September

October

December

December

## WITH OUR NEW TRADE DEVELOPMENT SERVICE, YOU CAN RIP THIS UP.

Barclays is the only U.K. Bank to offer the Trade Development Service.

This unique service provides the fastest and most cost-effective way of finding trading partners.

Or helping them find you.

Because, not only can we search out ideal customers for you but also advertise details of your company on a database that is regularly read by businesses all over the world.

This database contains information on nearly 30,000 companies worldwide and Barclays is part of the group of major European banks who have developed it.

All this sophisticated technology provides information instantly and is easily accessed through your high street branch.

And for only

£150, your company advertised for a year database and you dated details of potential customers for six months.

Worth it when you think how much time, paper and leg-work it saves you.

You don't have to tear around the world. Simply cut out the coupon, call in at your branch or phone the International Trade Services Department on 071-489 0969.

Please send me full details of Barclays Trade Development Service.

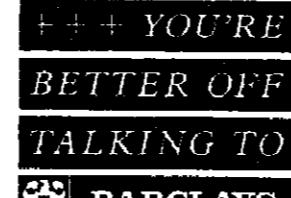
Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_ NGS-4V7

SEND TO: BARCLAYS INFORMATION CENTRE, DEPARTMENT TM, FREEPOST, NORTHAMPTON NN1 1BR.



Hotline

*Trade Indemnity*

FINANCIAL TIMES MONDAY JUNE 4 1990

At Trade Indemnity we're actively involved in insuring over £38bn of credit risk a year across a multitude of markets.

This provides us with a unique network of information on the financial health of your customers.

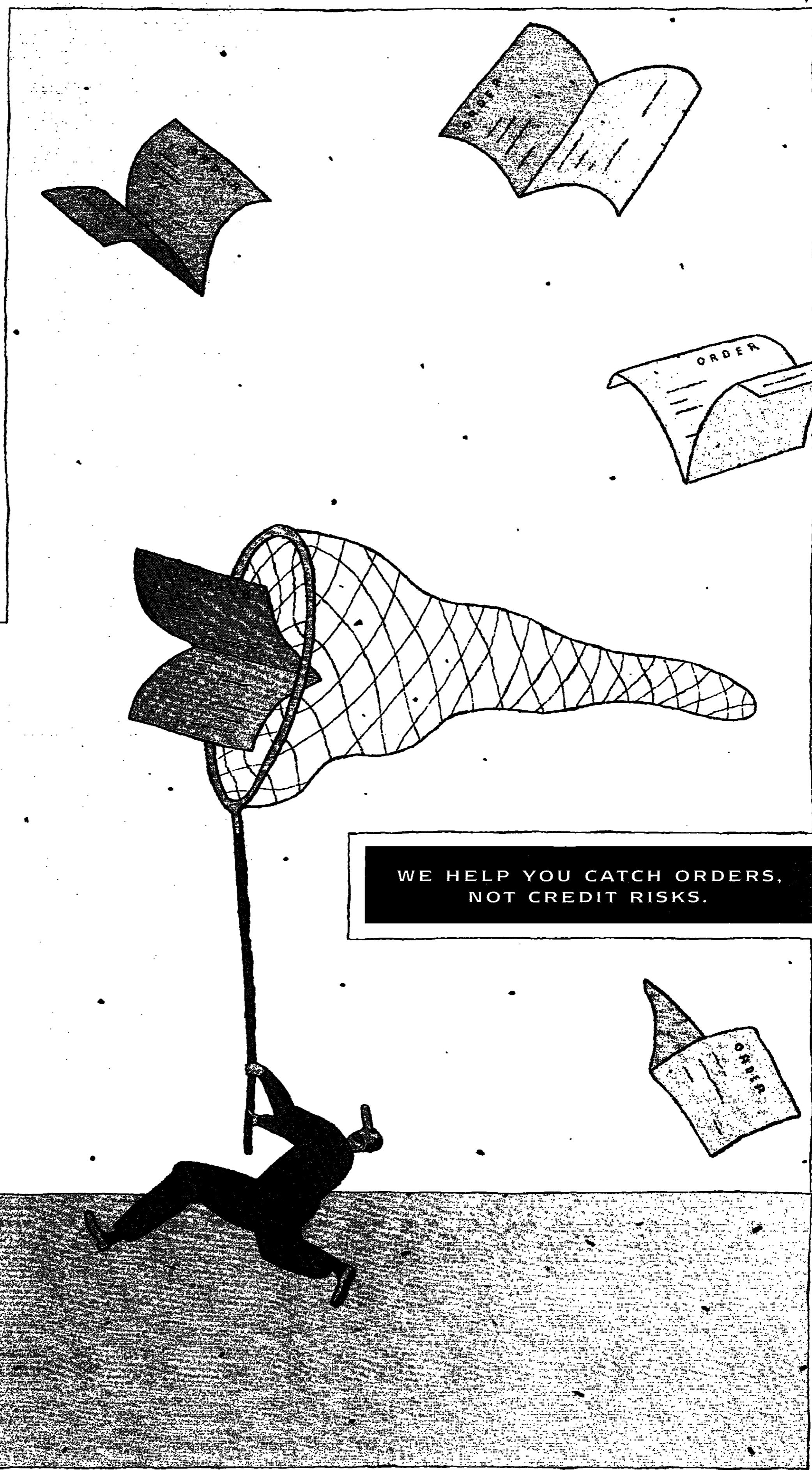
So, we can help you decide which customers are worth keeping and which you should let slip through the net.

And since we insure the credit you want, you can stride confidently to our next order.

Call our UK Market Manager on 01-739 4311 for more information about our service or alternatively contact your broker.



TRADE INDEMNITY PLC



## EXPORT FINANCE 6

Margie Lindsay looks at the problems of East-West trade

## How to finance the deals

AS THE political barriers between East and West Europe have faded, the invisible barriers – mainly in the form of non-convertible currencies – have become more prominent. Trade between the two halves of Europe is set to increase dramatically in the closing years of this century, but doing business in the region will be fraught with difficulties.

Before the political upheavals of 1989, trading with East Europe was restricted, although some changes had occurred. The twin problems of foreign exchange shortages and non-convertible currencies inhibited trade which, until recently, was conducted as a state monopoly in almost every country in the region.

Foreign trade liberalisation, while creating business opportunities, has also caused new headaches for Western businesses. Trade was at the best of times a slow and frustrating process, exacerbated by the disintegration of the Warsaw Pact as well as a deepening debt crisis in most of the countries. The foreign trade reforms, which many thought would stimulate trade, have all too often led to confusion and disappointment as Eastern companies, ill-prepared to deal with Western financing techniques, marketing arrangements and the realities of international trading, have found it difficult to cope.

Payment problems have surfaced in several countries, not least the Soviet Union, where the foreign trade reforms have led to confusion among both the Western and Soviet business community. Many Soviet companies made commitments to buy goods from the West, but ran short of cash or failed to understand the rules and regulations of the Foreign Trade Bank in Moscow. As a result, the banks have imposed a bit of financial discipline by withholding some payments. That led to growing insecurity and confusion about the Soviet financial situation.

The uncertainty on the Soviet market has spilled over into Eastern Europe, where financing has also become difficult for many projects and deals. The regional average credit rating for Eastern Europe over the past few months shows a steady decline with almost every country's rating falling by a few points. Almost all the countries have seen a deterioration in

EAST EUROPEAN RATINGS				
Country	Global rank	Credit change	Six-month change	One-year change
Soviet Union	25	82.1	-2.2	-2.6
East Germany	31	57.1	-1.2	-1.7
Czechoslovakia	36	53.1	-1.0	-0.7
Hungary	42	43.6	-0.9	-0.9
Bulgaria	43	42.7	-2.5	-3.4
Romania	52	33.0	0.7	0.6
Yugoslavia	68	27.1	1.3	0.3
Poland	77	19.0	0.2	0.9
Regional average rating	42.4	-0.7	-0.9	
Global average rating	39.0	0.0	0.3	

Note: The country-by-country credit ratings are based on information provided by International Monetary Fund, World Bank and the European Bank for Reconstruction and Development. The least creditworthy countries, to 100, for those with least chance of default. East Europe registered the largest change in the regional average ratings in the six months to March 1990. The regional average rating for the period January to April 1990 declined by 2.2 points. Economic and political uncertainty caused declines in Czechoslovakia (-1.0), Hungary (-0.9) and East Germany (-1.2).

Source: East-West News, Vienna

their credit ratings and a rise in

centred in the small and medium-sized business sector – a departure from previous trends.

While joint ventures are popular, they are usually the result of many years of close co-operation between companies. Those just entering the region will find it easier to set up deals if they include a financing element in the package and offer a bit more than a straight cash sale.

Almost every East European enterprise is looking to develop export markets, but lacks expertise in marketing, advertising, targeting of potential sales opportunities and (in many cases) the technology to produce competitive products. Western businessmen who can help set up buy-back deals and co-productions are welcome. Licensing is also expected to become more prominent, with the Western partner agreeing to market the products or agreeing to take some products as part-payment.

One way of financing the transfer of technology is being used by AWT-Bul, a new Austrian-Bulgarian joint venture in Bulgaria. It helps identify Bulgarian enterprises which with a little new equipment and technology could produce a saleable item in Western markets. It then finds a suitable Western partner and finances the leasing operation through buy-back of product.

Any Western approach to the market must be innovative and flexible. The problems are large, but not insurmountable. Joint ventures remain one of the most popular ways of conducting business with the East. In the first quarter of the year there was a marked increase in the number of ventures set up. In Hungary, for example, these ventures con-

tinued to the account, the new equipment needed to start production of an expanded range of goods is shipped to Bulgaria. After paying off the leasing arrangement, AWT-Bul hopes the Bulgarian and Western partners will come to a more long-term arrangement, perhaps expanding into a co-production or joint venture activity.

The demise of Comecon – the East European trading club – may also open up new ways of helping to finance joint projects and trade with East Europe enterprises. From January 1 1991 trade in the region will be on a hard currency basis. Many Western companies are assessing the potential this may bring to East-West trade. Getting rid of the barter system now used between members of Comecon will open up new opportunities for hard currency purchases as well as sales, but so far little detail on the operation under the new conditions has been made public – or decided.

The promise of direct investment in the region – together with the new possibilities opened by privatisation of existing state industries – could offer businesses another path into the markets. As most countries in the region strive towards the goal of a convertible currency, wise businessmen are looking for ways of establishing business relations in the short term, banking on the long-term profitability of such operations.

While political and industrial demand is expected to remain high throughout the region for the next five years, Western investors and businessmen will need to look carefully at market opportunities, choose potential partners with care and have a wary eye out for creditworthiness in the new – and old, but reforming – enterprises. Western banks, still waiting to see what economic reform programmes will be adopted by the mostly new governments, are likely to play a key role in helping to finance the new wave of investment and trade.

With the setting up of investment funds and other sources of new finance, Western companies may be spoilt for choice in options open to them on financing new deals. Nevertheless, they will still have to be cautious, waiting for the political and economic dust to settle over a new East European market.

Once enough money has been

credited to the account, the new equipment needed to start production of an expanded range of goods is shipped to Bulgaria. After paying off the leasing arrangement, AWT-Bul hopes the Bulgarian and Western partners will come to a more long-term arrangement, perhaps expanding into a co-production or joint venture activity.

The demise of Comecon – the East European trading club – may also open up new ways of helping to finance joint projects and trade with East Europe enterprises. From January 1 1991 trade in the region will be on a hard currency basis. Many Western companies are assessing the potential this may bring to East-West trade. Getting rid of the barter system now used between members of Comecon will open up new opportunities for hard currency purchases as well as sales, but so far little detail on the operation under the new conditions has been made public – or decided.

The promise of direct investment in the region – together with the new possibilities opened by privatisation of existing state industries – could offer businesses another path into the markets. As most countries in the region strive towards the goal of a convertible currency, wise businessmen are looking for ways of establishing business relations in the short term, banking on the long-term profitability of such operations.

While political and industrial demand is expected to remain high throughout the region for the next five years, Western investors and businessmen will need to look carefully at market opportunities, choose potential partners with care and have a wary eye out for creditworthiness in the new – and old, but reforming – enterprises. Western banks, still waiting to see what economic reform programmes will be adopted by the mostly new governments, are likely to play a key role in helping to finance the new wave of investment and trade.

With the setting up of investment funds and other sources of new finance, Western companies may be spoilt for choice in options open to them on financing new deals. Nevertheless, they will still have to be cautious, waiting for the political and economic dust to settle over a new East European market.

Once enough money has been

THE MAIN focus of attention among those who are involved in countertrade is the future of this means of facilitating and funding East-West trade.

That reflects not only the changing circumstances in the Eastern Bloc, but also the limited application of countertrade in North-South trade – contrary to the forecasts made by some in the first half of the 1980s that indebted developing countries devoid of hard currency would increasingly utilise countertrade as a means of gearing exports to import payments. It did not happen, largely because developing countries generally decided that anything they could sell on an undivided basis for hard cash should not be bartered away in strait-jacketed deals for goods – a policy which proponents of unilateral trade, such as the IMF and Western governments applauded, even if barter brokers did not.

The Second World War countertrade has been an everyday means of conducting business between East and West. It takes various forms, including barter (goods-for-goods swaps) but, more commonly, counter-purchase, where parallel buy and sell transactions generate trade essentially by Western hard currency-based purchases facilitating East European imports.

This form of trade has, over

the years, generated significant bread-and-butter business for traders, especially those few who have been willing to run an open position to make a deal permanent, and bankers, who have provided bridging finance to contract advice and escrow account facilities. And, more importantly, it has been the means by which exporters have been able to make sales when, otherwise, straight cash-based transactions would be impossible.

However, both the short and medium-term outlook for East-West countertrade as a means of doing business is now highly uncertain. In the short term this is of significance to exporters and others who have made moves utilising the technique. In the longer term, the demise of countertrade will be of little significance for exporters if its disappearance is due to the emergence of some form of Eastern European currency convertible trade; indeed this would obviously be a much more efficient way of doing business for exporters on both sides of the rusted curtain.

Mr Daniel Nash, who earlier

## COUNTERTRADE

## Future in doubt

this year was appointed head, special projects at bankers Singer & Friedlander, is more positive than some few who have been willing to run an open position to make a deal permanent, and bankers, who have provided bridging finance to contract advice and escrow account facilities. And, more importantly, it has been the means by which exporters have been able to make sales when, otherwise, straight cash-based transactions would be impossible.

But aside from the organisational pitfalls, there is the question of assessing the commercial risks attached to trading on a countertrade or any other basis with newly privatised entities or organisations which, though still in the state sector, are allowed to manage their own affairs.

In this climate Mr Nash maintains business can be done by the "proper management of transactions." He argues that "risks can be minimised." Others are not so sure.

Alan Spence  
The writer is Editor of International Trade Finance, a fortnightly report published by Financial Times Business Information Ltd.

recently completed a \$10m, four-year Airbus financing for Thailand and a \$27m three-year funding for Kenya for a roll-on/roll-off vessel.

Although traditionally associated with major project business, forfaiting is also these days used to fund short-term trade deals. One forfaiting house, for example, recently funded US oil shipments to Poland for periods up to six months.

Undoubtedly, times have been easier for forfaiters, but there is genuine confidence that their fortunes are set to make a significant recovery. LFC's Mr Papadopoulos attributes this to a cluster of factors: higher margins due to difficult trading conditions, less competition among forfaiters (some operators linked, for example, to bank operations have pulled out or run down operations), a considerable and varied source of forfait business and a greater level of imperfection in the market stemming from different risk profiles.

And the existence of a healthy forfait sector can only be good news for exporters seeking up to 100 per cent, non-recourse finance – at the right price.

Alan Spence

## FORFAITING

## Recovery may be on way

THE PROVISION of non-recourse, fixed interest rate finance – forfaiting's hallmark – is scarcely an occupation for the faint-hearted in today's risk-laden interest rate and general trading climate. Looked at from the exporter's point of view, however, it can be available for the required markets at costs which are not prohibitive, be among the most attractive choices available on the current trade and project finance option menu.

The problems faced by the forfaiters themselves were underlined earlier this year by the London Forfaiting Company's announced loss of \$3.8m in 1989, compared with a profit of \$2m in 1988.

This centrally reflected high Deutsche mark interest rates and uncertain trading conditions in the wake of the collapse of communism in Eastern Europe.

The situation for LFC, however, is not as unfavourable as the loss might suggest. To begin with, it comprised a first half 1989

deficit of \$6.5m, which fell during the second half to \$2.2m. Moreover, to date in 1990, it is thought that the company is trading profitably.

Hedging interest rate exposure is one policy which has aided the turnaround, but the return to profitability is largely thought to reflect LFC's decision increasingly to turn over its book in the secondary market, while at the same time reducing the overall size of its forfaiting assets. During 1989 these declined to \$15m from \$287m and cash holdings rose to around \$20m from \$55m.

According to Mr Stathis Papadopoulos, its director, LFC "does not want a huge portfolio." Substantial portions of primary deals are being sold on to the secondary market within two to three weeks of consummation. Not only does this generate trading income, but it also leaves spare capacity on LFC's book to bring in new deals.

At Hungarian International

Bank, which with Midland Bank Avail and LFC, forms forfaiting's "Big Three," traditional forfaiting is being combined with fixed interest "with recourse" pre-shipment finance designed to help defuse the impact of funding the manufacturing process. In harness with the post-shipment fixed rate & forfait funding, the package involves pre-shipment finance against a letter of credit with the forwarded funds deducted from post-shipment payments. However, HIB is also willing to operate its pre-shipment funding, which can involve taking a charge on the exporter's contract to guard against non-delivery, default or stand-alone basis.

Although the Soviet Union and East European countries seem unlikely to generate substantial, acceptable business in the short to medium term, forfaiters are quoting and cutting deals in a wide variety of countries. Midland Bank Avail, for instance,

recently completed a \$10m, four-year Airbus financing for Thailand and a \$27m three-year funding for Kenya for a roll-on/roll-off vessel.

And the existence of a healthy forfait sector can only be good news for exporters seeking up to 100 per cent, non-recourse finance – at the right price.

Alan Spence



Get the decisive competitive edge.  
Use BfG's export financing.

"Made in Germany" has a good ring the world over. But this alone is no guarantee for brisk business. An exporter who, along with the goods, can supply the financing to match, has a decisive competitive edge.

Export financing to suit your needs.

If you consult us at the time your transaction is still being planned, we shall develop a tailored financing concept to suit your needs. We make short-term export financing with low

interest charges available at all times and offer the entire range of guarantees customary in international trade.

Talk to us, we are your bank.

The BfG maintains offices of its own in the world's most important business centres and has close links with more than 3,000 banks across the globe. Whenever you have any questions concerning your import and export transactions, then why not talk to us?

**BfG-Bank**

Aachener und Münchener Group

Frankfurt: BfG-Bank, Head Office, Postfach 110222, Theaterplatz 2, 6000 Frankfurt am Main 1 - Amsterdam: Hollandsche Koopmansbank NV, Keizersgracht 674, 1017 ET Amsterdam - Basle: BfG-Bank (Schweiz) AG INGBEA, Aeschengraben 12, Postfach 243, 4001 Basel - Zürich Branch, Lémanstrasse 61, Postfach 677, 8001 Zürich - London: BfG-London, 33, Lombard Street, London EC3V 9BS - Luxembourg: BfG-Luxembourg Société Anonyme, 2, rue Jean Berthold, B.P. 1123, 1233 Luxembourg - Moscow: BfG-Moskau, Proyezd Khuodzhestvennogo Teatra 5/6, Podyezd 4 Kv. 35, Moskau 103009 - Paris: Banque Herivel (Cooperation Partner), 127, avenue Charles de Gaulle, 92200 Neuilly-sur-Seine - Hong Kong: BfG-Hong Kong, 15/F Fairmont House, 8 Cotton Tree Drive, Central, Hong Kong - c/o BfG-Finance Asia Ltd., c/o BfG-Hong Kong - New York: BfG-New York, 400 Park Avenue, New York, N.Y. 10022 - BfG-Cayman Islands, c/o BfG-New York - São Paulo: BfG-São Paulo Services Limited, Av. Maria Coelho de Aguiar, 215, Bloco D-3, andar - sala 301, 05804 São Paulo - Sp

Jed in TIA